News of the Air-Conditioning Industry

AIR CLEANING HELPS TO PRESERVE BOOKS

WASHINGTON, D. C.—That air cleaning may be the answer to one of the major problems of libraries is the conclusion of R. W. Frey of the bureau of chemistry and soils, U. S. Department of Agriculture, who has just completed an eight-year experiment which showed that impurities in the air are ruinous to leather book bindings.

Frey discovered that acids in the air are absorbed by the bindings, and by leather furniture and other articles. These acids are especially prevalent in large cities and industrial areas where there is much smoke.

In making the experiment, Frey placed a set of dummy books, bound with various kinds of vegetable-tanned leather, on the shelf outside a window in a Washington office building. The window was directly in the path of prevailing winds and within a half-mile of several government power plants and the main line of a steam railroad.

During the eight years that the dummy books remained exposed, samples of the same leathers were kept in a protected place. At the end of the experimental period, it was found that the exposed leathers were powdery, easily scuffed and torn, while the protected bindings were smooth and strong as they were eight years ago.

TAMBURINO JOINS FRIGIDAIRE AIR-CONDITIONING DIVISION

NEW YORK CITY—A. C. Tamburino has recently become associated with the air-conditioning division of Frigidaire Corp. with headquarters at 39 West 45th St., New York City.

Tamburino was formerly connected with the Victor Talking Machine Co. and RCA-Radio Co.

PAMPHLET ON COAL STOKER SENT TO LARGE PLANTS

CHICAGO—Now ready for distribution among owners and managers of manufacturing plants which use large amounts of coal is a new booklet, "The Profits from Stoker Firing," published by Modern Coal Burner Co., Chicago.

designing

DOORSEALS ?

no one knows rubber like

MILLER

THE young electric refrigerator industry, like all other infant industries, made some mistakes in its first models.

But doorseal, from the very beginning, did a good job, and we are proud of the fact that we were able to help.

Engineers asked us to collaborate in the early days—and they still ask our advice—because we have had so many years of experience in the design and manufacture of every conceivable type of rubber article.

Perhaps we can better the shapes, strengthen the insulating properties in your doorseal and make it easier to apply. Address, The Miller Rubber Products Co., (Inc.), Akron, Ohio.

Specially Designed Motors Built for Room Coolers

By F. W. Jessop, President
Ohio Electric Mfg. Co., Cleveland

Motors for driving fans or blowers of air-conditioning equipment should be designed for silent, reliable operation and are usually required to propel a fan of large capacity at low speeds to avoid drafts.

Like the oil burner motor, any noise will be carried to the user and detract from his sense of comfort, so the motor should operate with as little noise and vibration as possible and the fan should be proportioned to avoid tip noise, while the air passages of the air conditioner must be designed so as to avoid undue resistance to air flow.

In design of motors for this type of service, it appears that the following factors are of considerable importance:

1. Ample magnetic cross section.
2. Extreme accuracy of machine work, with fits to close tolerance allowances.
3. The use of rigid cast-iron frame.
4. Rotors ground to exact and uniform air gap and perfectly balanced.
5. Bearings reamed, diamond point bored at high speed and burnished to exact size with a mirror-like finish. Accurately-ground shafts to match with minimum clearance for oil film to prevent slap.
6. A wool-packed lubricating system of ample capacity and providing for recirculation and filtering of the oil.
7. Provision of springs to prevent end slap.
8. Perhaps the most important feature of all—the proper selection of rotor and stator slot combination, correct squirrel cage resistance and exactly the right rotor twist.

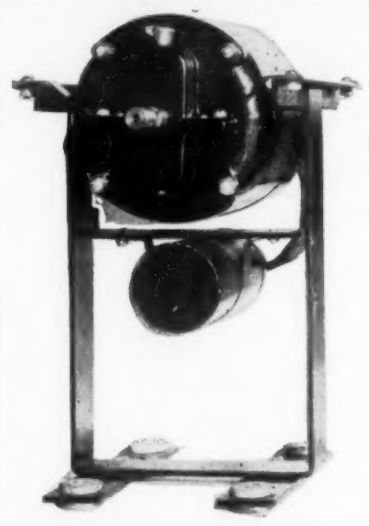
In the accompanying illustration is an end view of a motor built for the Corozone air cooler by the Ohio Electric Mfg. Co. with consideration of these design features. It operates at 840 r.p.m. and is provided with capacitor start and run to eliminate the noise of a starting switch. These motors can be wound to run from 500 to 1,750 r.p.m., but speeds over 1,000 r.p.m. introduce a fan noise.

This motor is supported by leaf springs on a steel frame which in turn is vibration-insulated from the cabinet by means of soft rubber washers. The motor drives a six-blade propeller type fan.

Other motors for this service have been made to carry Sirocco fans either to extend beyond the motor or with the round frame motor suspended inside the fan. The mounting must be flexible but it must not allow so much movement that the fan blades can strike.

The current required for such a motor is less than that used for lighting the space air conditioned, being in the case illustrated from 55 to 60 watts.

Air Conditioner Motor



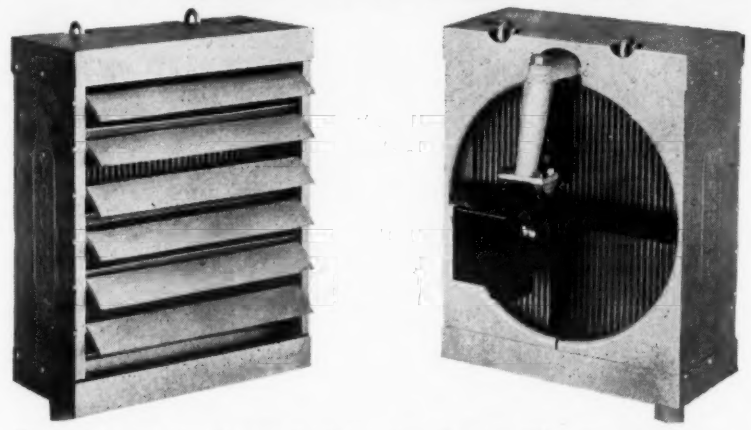
Condenser suspended below motor.

Seamless Copper Tubing Finds Increasing Use In Air Conditioning

DETROIT—The same inherent characteristics of seamless copper tubing which have given it extended use in the field of electric refrigeration are contributing to its increasing application in air conditioning, according to engineers of the Wolverine Tube Co., who report the use of copper tubing in air-conditioning evaporators, water lines and refrigerant-carrying connections.

Wolverine Tube engineers cite the following characteristics which suit copper tubing to air conditioning and refrigeration: high heat conductivity; homogeneous nature, being 99.9 per cent pure; resistance to rust, being nonferrous; seamless construction, which reduces leaks, and the large available supply of copper throughout the world.

For Restaurant and Office Cooling



Unit cooler of the Young Radiator Co., Racine, Wis. Its copper core is suited to either direct expansion or brine circulation.

SPEER OF WESTINGHOUSE HEADS AIR CONDITIONING

EAST PITTSBURGH, Pa.—J. W. Speer, who has recently been appointed manager of commercial air-conditioning products in the new Westinghouse organization, has been in the employ of the Westinghouse Electric & Mfg. Co. since 1924, when he entered as section engineer in the general engineering department.

Speer was born in Pittsburgh and attended the public schools of that city. He later went to Kenyon Military Academy and Washington and Jefferson College.

During 1909 to 1913 he was civil and electrical construction foreman for the U. S. government on the Panama Canal project. During 1915 he was mechanical erection foreman on zinc and acid plants for the American Steel and Wire Co.

In 1924, he accepted the position of section engineer with Westinghouse and in 1931 he was appointed manager of machinery electrification, industrial department.

That position he held until his recent appointment as manager of commercial air-conditioning products.

NEW STANDARDS FOR VENTILATION ASKED

NEW YORK CITY—To establish authoritative national standards for the ventilation of buildings, organization of a committee of engineers, architects, physicians, builders, health officials and others, under the auspices of the American Standards Association, has been requested by the American Society of Heating and Ventilating Engineers.

"The society's request is the result of a growing conviction among architects and engineers that the municipal ventilation codes now in force throughout the United States are based solely on tradition and are without scientific foundation," state A. S. A. officials.

In this connection, the American Institute of Architects recently adopted a resolution demanding the overhauling of existing municipal ventilation codes.

As a starting point for the proposed work, the American Society of Heating and Ventilating Engineers submitted the recommendations of its standards committee, which were based on a comprehensive program of research on the effects of ventilation on health and comfort. This program is still in progress at the society's research laboratory in Pittsburgh.

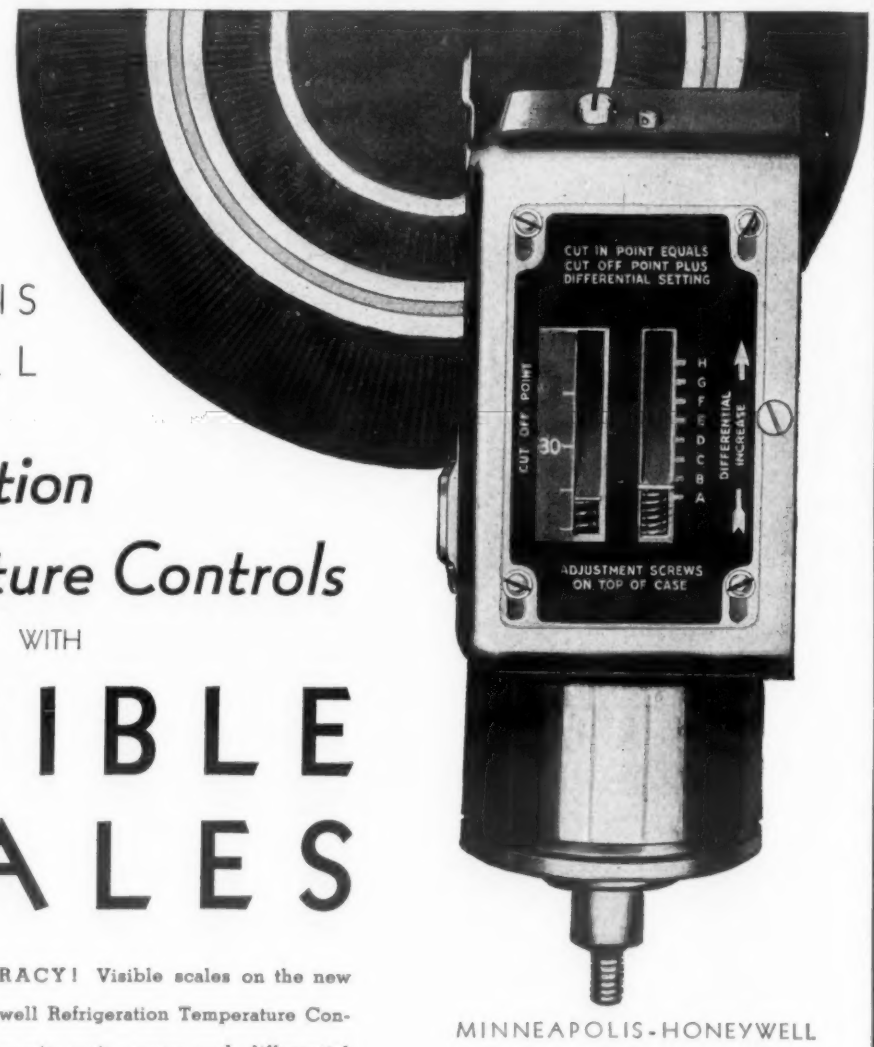
If these recommendations are adopted, one important result will be a lowering of fuel bills through the reduction in the amount of outside air required by present codes to a minimum of ten cu. ft. per occupant per minute, it is believed.

MINNEAPOLIS HONEYWELL

Refrigeration Temperature Controls

WITH

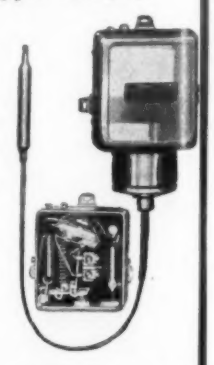
VISIBLE SCALES



MADE FOR ACCURACY! Visible scales on the new Minneapolis-Honeywell Refrigeration Temperature Control allow positive and accurate main range and differential adjustment and quick and simple installation. Locking provision for both adjustments, another exclusive Minneapolis-Honeywell feature, prevents tampering and eliminates needless servicing. This truly precision instrument, with inherent snap action heavy duty Con-Tac-Tor mercury switch, is priced well under what you would ordinarily expect. Its utmost simplicity and ruggedness, due to its few parts, give it the long trouble-free performance characteristic of all Minneapolis-Honeywell Controls. Minneapolis-Honeywell Regulator Company, Executive Offices: 2807 Fourth Avenue South, Minneapolis, Minnesota. Factories: Minneapolis, also Elkhart and Wabash, Indiana.

MINNEAPOLIS-HONEYWELL
REFRIGERATION TEMPERATURE CONTROL, Type 414-1

Suitable for all commercial installations, either air temperature jobs, brine systems or other types of liquid installation ... and available in three models with temperature ranges from −50°F. to +50°F.



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Control Systems

PRINT IN BINDING

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DETROIT, MICHIGAN, SEPTEMBER 28, 1932

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TEN CENTS PER COPY

LEADERS UPSET IN KELVINATOR SALES CAMPAIGN

Final Results Posted For All Tracks But One

DETROIT—Leaders on four tracks were upset in the final furlong drive for the $15,000 purse offered in the Kelvinator Derby, according to officials of the Kelvinator Corp. who have recently finished the compilation of the Derby results on all tracks but one. Final results of the race on the Pimlico oval have not yet been tabulated.

At the Arlington Park track, Virginia Public Service Co., Alexandria, Va., came from nowhere to beat out the entrants who had led at the end of the third furlong to the finish line. L. C. Wiswell Co. of Chicago maintained its pace to cop second place, while the Public Service Co., Denver, Colo., and Graybar Electric Co., Atlanta, Ga., ran a dead heat for third place.

Thurman & Boone Co., Roanoke, Va., spurted in the stretch to beat out Claude P. Street Piano Co., Nashville, Tenn., on the Laurel track. Tull & Gibbs, Spokane, Wash., came out of the field to take third place.

The final drive of the South Carolina Power Co., Charleston, S. C., on the Washington Park oval, proved too much for Jones-Cornett Electric Co., Welch, W. Va. (dark-horse entry which proved the sensation of the Derby). G. S. Blodgett Co., Burlington, Vt., followed the Welch horse home to grab off the show position.

At the Fairmount track, Mueller Lumber Co., Davenport, Iowa, pushed into first place and the Mississippi Power Co., Gulfport, Miss., into second, while Casper Supply Co., Casper, Wyo., leader

(Concluded on Page 12, Column 3)

M'CARTHY ADDED TO GIBSON SALES STAFF

GREENVILLE, Mich.—E. H. McCarthy, formerly general sales manager of the Hi-Grade Sylvania Corp. of Emporium, Pa., has been added to the sales organization of the Gibson Electric Refrigerator Corp. in the newly created position of mid-west division manager, according to Frank S. Gibson, Jr., vice president in charge of sales.

McCarthy's territory includes the states of Michigan, Wisconsin, Illinois, Minnesota, Iowa, Missouri, Arkansas, Texas, Oklahoma, Kansas, Nebraska, North Dakota, South Dakota, Montana, Wyoming, Colorado and New Mexico.

He will be assisted in this territory by George M. Farrin and H. G. Seldomridge, who have been district managers for some time.

H. E. Young, who has been eastern district manager of the Gibson organization, has been advanced to the position of eastern division manager and his territory has been expanded to include the southern states and all states east of those covered by McCarthy.

P. W. Peck will retain his position as southern district manager, under the supervision of Young.

The west coast division remains unchanged, under the direction of L. E. Taufenbach. This territory consists of Washington, Oregon, California, Arizona, Nevada, Utah and Idaho.

Resigns

LOUIS RUTHENBURG
Resigns as president and general manager of Copeland Products, Inc.

REDCAY TAKES PRIZE IN LEONARD CONTEST

DETROIT—H. L. Redcay, Washington, D. C., won first place and the $100 cash award in the mid-summer sales contest held by the Leonard Refrigerator Co., A. M. Taylor, director of merchandising, has announced.

Redcay sold 21 units between July 15 and Sept. 1, the period of the contest. Frank J. Litka, Chicago, was runner-up to Redcay with 18 sales during this period.

In addition to the first prize of $100, Redcay also won an award of $25 as the first contestant to make five sales after July 15. Litka received a cash prize of $50 as the first to make 10 sales after that date. Both salesmen can also claim traveling bags, watches, pen and pencil sets and leather wallets, additional merchandise prizes for attaining a stipulated number of sales during various periods of the contest.

Others who followed close upon the leaders in the race for honors, participated in by thousands of salesmen, were J. C. Henderson, Washington, D. C., with 15 unit sales; J. H. Almand, Atlanta, Ga., 15 units; L. R. Shipley, Los Angeles, 15 units; W. W. Edmondson,

(Concluded on Page 12, Column 1)

RIDDICK LEADS FIELD IN HOTPOINT SALES DRIVE

CHICAGO—With slightly more than one tenth of the contest period completed, A. G. Riddick, G. E. Hotpoint range distributor in New Orleans, has sold 23 per cent of his sales quota to lead some 50 other distributors in the Hughes Cup sales contest.

Modern Home Utilities of Waterbury, Conn., and Perry-Browne of Columbia, S. C., are in a tie for second place, each attaining 22.7 of their quota in the same period. General Electric Supply Corp. of Miami, Fla., follows close upon their heels with 22.4 per cent of quota, and Pendergraph-Brown of Nashville, Tenn., is in fifth position with 20.7 per cent of quota.

In addition to the competition for the Hughes cup, in which the winner will be determined on a percentage of

(Concluded on Page 12, Column 5)

FRIGIDAIRE SALES FOR SEPTEMBER SHOW 25% GAIN

August Mark Passed In First 20 Days Of Month

DAYTON, Sept. 27.—(Special wire to ELECTRIC REFRIGERATION NEWS)—An increase of 25 per cent in its household refrigerator sales for the first 20 days of September as compared with the same period in August is reported by E. G. Biechler, president of Frigidaire Corp.

Normally September electric refrigeration sales run about 10 per cent under August, according to H. W. Newell, vice president in charge of sales. The new prices announced Sept. 1 have been a contributing factor in the increase, Newell states.

Increased Interest

DETROIT—Showroom attendance at the Frigidaire display in the General Motors building has doubled since the recent announcement of new prices, according to H. J. Walker, Jr., sales manager here.

An improvement in the economic situation, and interest created by the recent announcement of lower prices, probably accounts for the fact that Detroit Frigidaire sales for the first 20 days of September were well ahead of those for the entire month of August, Walker declares.

BULLETIN

Crosley Joins Nema; Ruthenburg Resigns From Copeland

WESTCHESTER COUNTRY CLUB,, RYE, N. Y., Sept. 26.—Crosley Radio Corp. of Cincinnati was admitted to the refrigeration division of the National Electrical Manufacturers Association, at the Nema meeting here today, becoming the 12th member of this group.

Powel Crosley, president, will be the executive representative of the Crosley Radio Corp. at future executive sessions, and Fred Johnson, chief engineer, will be associate representative. Lewis Crosley, vice president, represented the company at the current meeting.

Louis Ruthenburg announced his resignation as president and general manager of Copeland Products, Inc.

William Robert Wilson, chairman of the board of Copeland Products, Inc., will resume active management of the firm.

By request of the members, Mr. Ruthenburg will continue as chairman of the refrigeration division of Nema.

J. A. Harlan of Kelvinator Corp. was appointed chairman of the publicity and research committee.

The meeting was one of the most harmonious sessions that has taken place this year. Constructive action was taken on a number of important problems affecting the industry.

The executives were entertained over the week-end at the Upland Knolls, the Greenwich, Conn., home of Col. Frank E. Smith, president of Servel, Inc.

Preston S. Arkwright, chairman of the National Electric Cookery Council, was here to confer with utility and range executives on plans for the fall and winter electric range sales campaigns, which are expected to proceed with renewed vigor.

Radio Salesman

CHARLES J. ALLEN
"Master Salesman of the Air" on Frigidaire radio programs.

OVALLE GETS LARGE VOTE AT G. E. POLLS

CLEVELAND, Sept. 27.—(Special Wire to ELECTRIC REFRIGERATION NEWS)—N. K. Ovalle, Harrisburg, Pa., candidate for the presidency of Refrigerania in the G. E. "Monitor Top Election Campaign," polled a total of 61,217 votes last week, giving him a total for the campaign of 73,372 votes and making him the leading candidate for the office of secretary of state. The week's returns represent more than 400 per cent of Ovalle's weekly quota.

Albert Ahrens, Oklahoma City, is still the leading candidate for the presidency. Last week he polled 36,894 votes, more than 200 per cent of his quota for the week, for a grand total of 105,624 votes to date.

M. E. Brown, Louisville, Ky., still holds the lead in the race for the vice presidential chair, and A. Wayne Merriam, Albany, N. Y., whose position was taken this week by Ovalle, obtained enough votes to make him leader in the race for the post of secretary of the treasury.

R. Cooper Jr., Chicago, who a week ago held the lead for the office of secretary of health, moved up and is now

(Concluded on Page 12, Column 2)

R. COOPER STAGES WORLD SERIES SALES CONTEST

CHICAGO—Salesmen and sales supervisors of R. Cooper Jr., Inc., Chicago General Electric distributor, will bring to a close Friday, Sept. 30, their World Series contest, a sales campaign which opened Sept. 19.

Box seat tickets for the World Series baseball games to be played Oct. 1, 2 and 3 between the Chicago Cubs and New York Yankees in the Cub's park, Chicago, will be given the contest winners.

Each of the following will receive a ticket to the games: Leading apartment house sales director, six leading retail sales directors, leading commercial salesman, six leading retail salesmen, three leading apartment house salesmen.

Prizes will be awarded on the largest volume of business secured by members of each division during the contest period.

GIBSON REPORTS 800% INCREASE IN YEAR'S SALES

High Employment Level Maintained; Officers Re-elected

GREENVILLE, Mich.—Gibson electric refrigerator sales for the fiscal year ending July 31 were more than 800 per cent over sales for the previous year, according to C. J. Gibson, president of the Gibson Electric Refrigerator Corp.

Employment since September, 1931, has been maintained at a high level, running as high as 1,600 and never below 600, states Gibson.

"We have been gradually increasing our force again so that our present employment numbers more than 800," says Gibson, "and we are planning for a substantially larger production in the coming year than during the 1931-32 season.

At the conclusion of the recent board of directors meeting in September, it was announced that activity would be continued under the same organization set-up, with C. J. Gibson, president; John Lewis, 78-year-old refrigeration veteran, vice president and general manager, and Frank S. Gibson, Jr., vice president in charge of sales.

TERHUNE HOST TO 200 DEALERS AT MEETING

BOSTON—More than 200 dealers were drawn in from the field by E. A. Terhune and his associates of the Appliance Engineering Corp., Copeland distributor, for an intensive educational meeting here Sept. 21.

Beginning at 2:30 o'clock in the afternoon, running swiftly through to 6:45, recommencing 20 minutes later for a banquet and more speeches, and adjourning at 10:15, this compressed meeting took up in turn the study of fall merchandising plans for Estate electric ranges, Wayne oil burners and Copeland refrigerators—all of which are distributed in Maine, New Hampshire, Vermont, Rhode Island and eastern Massachusetts by the Appliance Engineering Corp.

Banquet speakers were George F. Taubeneck, editor of ELECTRIC REFRIGERATION NEWS; William McCade, Commercial Investment Trust Corp.; C. R. Davis of the *Boston Post*, and W. S. Youngman, lieutenant governor of Massachusetts and Republican nominee for governor.

E. A. Terhune, president of Appliance Engineering Corp., presented the Copeland story, along with William Lyon, factory representative.

Miss M. Bush, home economist from Philadelphia, cooked steaks and vegetables, and baked cakes, pies and breads on an Estate range during the afternoon's program.

George E. Dunn, sales manager of the Estate Stove Co., discussed Estate ranges and how they may be sold.

C. G. Cleaver, sales manager of the Wayne Oil Burner Corp., presented the oil burner sales program. John D'Arcy, Wayne service manager, described the product.

C. A. Dickinson of the Industrial Bank of Commerce, Middletown, Conn., talked about finance plans, and A. Craigie of the Edison Electric Illuminating Co. spoke on power company relations.

Gibson Welcomes New Field Manager

Frank S. Gibson, Jr., Gibson vice president, and F. A. Delano, his assistant, talk with E. H. McCarthy, new division manager.

There's Gold in Those Entries

C. A. Miller, Servel sales manager, and W. Paul Jones, advertising manager, look over entries in Servel 'Gold Rush.'

RETAILER MUST AID BUSINESS RECOVERY

BOSTON—"The retailer must not wait for conditions to improve. He is the part of the economic machine that must *start* them improving. Greatest single need of business today is to restore consumer confidence, for it is from the consuming public that the initial impulse of improvement must come."

It was with these remarks that P. A. O'Connell, president of the National Retail Dry Goods Association, opened the Boston Conference on Retail Distribution here last week.

"Substantial headway in this direction already has been made, and its fruits have been seen during the past two weeks in the brisk increase in retail trade throughout nearly all parts of the country," said Mr. O'Connell.

"This improvement is almost entirely the direct result of increased confidence, for it has preceded, as it must, any substantial increase in employment or corporate earnings.

Confidence in Prices

"People now feel more confidence in the stability of commodity prices. With the advances that already have taken place in raw materials and certain manufactures, it is quite evident that an upward trend in retail prices is near at hand.

"Moderately rising prices stimulate buying. However, if recovery is to be sustained, there must also be confidence in the quality of the merchandise we offer and confidence in our advertising and the consuming public also must feel confident as to the security of their employment.

"Our job is to so conduct our retail establishments as to encourage and create such confidence."

Place Large Orders

Mr. O'Connell stated that retail merchants are abandoning their former policy of hand-to-mouth buying and are now placing orders for certain goods for the remainder of the year.

"By so doing, they enable the manufacturer to make his commitments and go ahead with his production; his employes, who also are consumers, are given assurance of their jobs and in turn buy the merchandise they need; the manufacturers' earnings are stabilized, giving confidence to the investors who hold their securities and so all down the line the courage and confidence exercised by the retail merchant transmits itself to all phases of business, bringing recovery and starting us on the road to the next period of prosperity," he said.

Products of Sweatshops

"Some retailers have felt they were smart in buying the inferior products of sweatshops, but sooner or later they will find their mistake. Such goods invariably are of poor material and are poorly made; they do not give the consumer satisfaction or economical service; they increase the cost of distribution by raising the percentage of merchandise returned and by lowering the dollar value of sales," he declared.

"Moreover, it is indeed a misguided policy that depends for its success upon the impoverishment of a large part of our industrial workers and shuts them off with barely enough buying power to keep body and soul together. Business prosperity is not made of such stuff.

"Wages that furnish only the bare necessities of life do not bring back prosperity.

Quality Advertising

"Second only to the quality of goods we offer, must come the quality of our advertising," the presiding officer said. "Every merchant here will agree that the cost of his newspaper lineage is too high in proportion to its returns in sales. The first impulse is to seek lower lineage rates, but a careful analysis of the business of the newspapers leaves one much in doubt whether any reduction that the papers could give would be sufficient to make their retail advertising pay.

"However, when we analyze the advertising that appears in the papers, it seems plainly evident that the way to really get results is to improve the *quality* of advertising.

"After all, the cost of lineage is not the important factor. It is not so much a question of rates as a question of profitable returns.

"Let us strike at the root cause of high cost—the lack of confidence which the consuming public feels because of the abuse of advertising. Every bit of exaggeration, every instance of misrepresentation, every derogatory comparison—these are largely the cause of high advertising costs.

"To eliminate this abuse is not possible for any one merchant or even for any one newspaper. It can be brought about in each city through the sincere cooperation of all the better merchants and all the better newspapers," he said.

"From the letters I have received from leading publishers since this idea was first voiced, I believe the newspapers as a whole are ready to take such a step. If they do, and if they carry through until the consuming public finds that it can place implicit confidence in all the advertising they print, I believe our problem of excessive advertising costs will have been solved."

To Aid Letter Writers

J. F. O'Donnell (right), assistant Westinghouse refrigeration manager, inspects sales promotion material for the current letter-writing contest.

Lawyer Seeks Cooperation Between Business And Government In Improving Trade

BOSTON—Addressing the Boston Conference on Retail Distribution here last week, Gilbert H. Montague of the New York bar urged that business men cooperate with the Department of Justice and the Federal Trade Commission in an attack upon evils lying at the heart of trade instability and demoralization.

Said Mr. Montague: "For years the Department of Justice and the trade commission have been prosecuting business men under the anti-trust laws, and for years business men have been damning anti-trust laws, the Department of Justice and the Federal Trade Commission.

Trade Practice Rules

"Trade institutes and trade associations have for years been supported by business men in hundreds of industries. Nearly a hundred different industries have met with the Federal Trade Commission in so-called trade practice conferences.

"There these industries," he continued, "in the presence of the commission, have formulated for themselves their own standards of conduct and codes of ethics, framed for the most part to paraphrase precisely the requirements of the existing law, after which these standards and codes have been reviewed and revised by the commission, which has then promulgated them as so-called trade practice conference rules for guidance of these industries and the instruction of the public."

All subjects dealt with in these standards, codes and trade practice conference rules are selected solely by the industries themselves, yet despite these efforts to improve trade conditions, said Mr. Montague, the very industries sponsoring them are often apprehensive lest these codes prove to be self-denying ordinances, by enforcement of which the better element in industry will only tie its own hands against competition from less ethical competitors.

Reduce Number of Violations

"How inspiring it would be, in the present condition of business," he declared, "if the Department of Justice and the Federal Trade Commission would publicly announce that they will immediately set up in their examining and legal divisions special bureaus to give expedited attention to all violations of standards of conduct, codes of ethics and trade practice conference rules reported to these governmental bodies by any trade institute or trade association, whenever these standards, codes and rules are so framed as to paraphrase the existing law!"

This announcement alone would promptly lessen the number of these violations, and would immediately give to trade institutes and trade associations the stimulus they need to police effectively all branches of their industries, and to comb out and report to the Department of Justice and Federal Trade Commission violations that have continued in spite of repeated warnings, is Mr. Montague's belief.

The Supreme Court in recent years has been building into its expanding interpretation of the anti-trust laws a great deal more of the business men's philosophy, as to what the law should be on the subject dealt with in these standards, codes and rules, than business men as yet realize, or have ever given the Supreme Court credit for, he told the conference.

"Last winter, a committee of department store executives, national advertisers, Better Business Bureau executives, and legal talent familiar with distribution problems, formulated recommendations for a Fair Practice Code, to be considered and voluntarily adopted by mercantile groups, industrial groups, individual firms and advertising mediums," Mr. Montague said.

Fair Practice Code

Under the head of misleading advertising, this committee asked for the abandonment of "the use of, participation in, publishing or broadcasting of any untrue, deceptive or misleading statement, representation or illustration in an effort to sell any merchandise, service, security or any property or thing of any kind."

Under the head of unfair competitive claims, this committee asked for the abandonment of "the use of, participation in, publishing or broadcasting of any statement, representation or implication which might be reasonably construed to lead to a false or incorrect conclusion in regard to the goods, prices, services or advertising of any competitor or of another industry."

Under the head of disparagement of competitors, this committee asked for the abandonment of "the use of, participation in, publishing or broadcasting of any statement, representation or insinuation which disparages or attacks the goods, prices, servicing or advertising of any competitors or of any other industry."

Under the head of underselling claims, this committee asked for the abandonment of "the use of, participation in, publishing or broadcasting of any statement or representation which lays claim to a policy or continuing practice of generally underselling competitors."

Under the head of "bait" offers this committee asked for the abandonment of "the use of, participation in, publishing or broadcasting of 'bait' offers of merchandise wherein the prospective customer is denied a fair opportunity to purchase."

Under the head of deceptive statements accompanying cut prices, this committee asked for the abandonment of "the use of, participation in, publishing or broadcasting of statements referring to cut prices on trademarked merchandise or other goods, in such a manner as to lead the public to believe that all other merchandise sold by the advertiser is similarly low priced when such is not the fact."

Suited to Present Needs

"Here is a Fair Practice Code exactly suited to the present-day needs of distribution," Mr. Montague declared.

"It is not put forward as part of any grandiose plan for a new government commission, or a new clutteration of special federal courts, or some great extension of the powers of the Federal Trade Commission.

"It is a sensible and persuasive statement, phrased in clear business men's language, setting forth aspirations that are reasonably capable of actual realization in this present, everyday world.

"This Fair Practice Code would today have the force of law," the speaker pointed out, "if there now existed among the decisions of the Supreme Court precedents that comprehensively and specifically held that the recommendations in this code are simply a restatement of the existing law.

"There is, indeed, nothing in the Supreme Court decisions that now amounts to a precedent to the contrary, and therefore the committee that is sponsoring this code might properly lay before the Federal Trade Commission the following suggestion for immediate action:

Suggestions for Immediate Action

"That the Federal Trade Commission immediately set up in its examining and legal divisions a bureau which shall give special and expedited attention to every violation of this Fair Practice Code that is brought to the commission's attention by this committee, or by any Better Business Bureau, or by any trade institute or trade association; and

"That public announcement to this effect be immediately published by the Federal Trade Commission, so that everywhere throughout the entire field of distribution every one may immediately know that the commission now stands ready to enforce every article of this Fair Practice Code, until some decision that amounts to a contrary precedent is rendered by the Supreme Court."

Merely the public announcement by the Federal Trade Commission that such a bureau had actually been established would tend to lessen the number of violations that would ever have to be examined by this bureau, Mr. Montague said.

"Here is a program that would build up public confidence in everything that it touches," he continued.

"It would develop nation-wide support for the Federal Trade Commission in an activity of the utmost practical usefulness.

"It would quicken consumer demand by the assurance that now selling representations and advertising announcements must pass the scrutiny of organized industry and of the national government."

Better Quality, Less Price Slashing Urged by Boston Speaker

BOSTON—The country's "price" craze has about run itself out. It is high time that manufacturers and distributors of all goods turn their thoughts again to giving the public quality merchandise, and cease the price-slashing rampage which has been unprofitable to everyone concerned.

This was the declaration of F. Eugene Ackerman, vice president of the Julius Forstmann Corp., New York City, when he spoke before the Boston Conference on Retail Distribution last week.

"If we paid as much attention to the advertising and selling of our staple goods, as we do to the hysterical promotion of oddities and gewgaws, business would be on a much firmer foundation," he said.

Over-production of merchandise occasioned by the World War led to a period of price competition in advertising and selling which was in effect a "flight from reality," he asserted. "Manufacturers and retailers have succeeded admirably in submerging their individualities and creating a nation of bargain hunters."

Glorification of Side-show

This unrestricted competition is effectually choking good taste and values out of merchandise; it has become a glorification of the side-show business, Mr. Ackerman declared.

"If there were any profit to anyone in this course, there would be some slight excuse for it. But there isn't. It is destructive to all the elements concerned—the manufacturer, the retailer, and last, but not least, the ultimate consumer.

"It places a premium on the imitator and the copyist; on inferiority of product in design, execution and raw materials. And far from betraying the natural embarrassment of a thief who might be caught in his pilfering operations, the copyist boasts of it publicly," he went on.

Most far-reaching effects of this system of merchandising have been its demoralization of producers and retailers, and the destruction of fixed standards of business.

Operations instead of being directed toward meeting the needs and stimulating the desires of a certain clientele, have been diverted to beating the prices of competitors.

Emphasis on Smallest Asset

Emphasis has been placed on the least valuable asset of merchandise—price—until by the use of great, complicated organizations, including control buying, personnel training, style advisors, merchandise managers, buyers, publicity and promotion staffs, there has been perfected a new and destructive technique in accomplishing the oldest and most primitive method of doing business—the hawking of bargains, the speaker said.

"It is only natural that the public is bewildered by the avalanche of indifferent and inferior merchandise sold on the basis of price, but promoted as being the newest and best in quality. The public has almost lost its perspective of what is really a good standard of style and quality, and it is losing faith in the constantly repeated appeal of cheapness, because by actual experience, it is finding that thrift of this character is, in the end, the most wasteful extravagance. And therein lies the cure for the evil.

Delusion of Optimism

"Recently we had proved to us in a convincing and painful manner that our theory of continued rapid growth in population and spending power was a delusion of optimism and not an economic reality. Almost overnight in 1929 we ceased to be a people destined for immeasurable wealth by a hitherto unknown road of ease, and became a people seriously occupied with the real values of life and how to maintain them in the social scale to which we have become accustomed.

"And right then, although our many other complexities may still obscure the fact, a new era of business dawned," Mr. Ackerman averred.

So long as the evil effects of price cutting, lowering of standards of quality and ballyhoo methods of advertising and promotion were merely an intertrade fight, the current was too strong to resist. It was resisted manfully by many legitimate manufacturers and merchants whose far-seeing ability in developing great enterprises enabled them to realize fully the inevitable ruin toward which business was being dragged, he continued.

"But the sole results of our intertrade discussions and resistance consisted of stinging resolutions and lofty outbursts of indignation. That was as far as we could go, because the supreme court of all our destinies—the consuming public—was not sufficiently aroused.

"The free-handed American public faced, in this generation at least, for the first time with reduced incomes, or temporarily, no incomes at all, has become thrifty. It is seeking values. And all of us who are wise will provide those values—at the lowest price compatible with honest standards—but we will provide them, or go out of business."

The speaker pointed out that in the first place, the difference between the cost of an article honestly composed of serviceable raw materials and the imitation which apes it superficially, is really slight in terms of selling price, and infinitely less costly in terms of service.

In the second place, it was not restricted incomes, nor was it the demands of customers which created the price era. The existing system of price promotion, with its resultant decreases in standards of quality and dollar value gained its greatest momentum during the period of 1925 to 1929, admittedly the most prosperous years this country has ever seen.

Increasing Losses

"The result was that during these prosperous years when individual incomes were at their highest, many industries and retail stores were operating, not only with declining profits, but very often with increasing losses.

"It is a situation almost without parallel in this or any other country, and needless to say, it is definitely against public interest, because it imperils the very backbone of the nation's economic structure," Mr. Ackerman declared.

"We have about exhausted all the carefully selected ammunition of the price era, and it has proven to consist largely of blank shells. As we swing into a new era, which will probably go down in history as the beginning of the 'practical period' in this country, we must all find new ammunition.

"We must sell quality, not as a catchword, or as a substitute for price appeal, but as a synonym for integrity in values, reflected in service; in suitability; in wear, and in appearance, while it is being used or worn."

Appropriate Time

In this connection, he reminded the conference, it should be borne in mind that the greatest reduction in costs has occurred in raw and manufactured products of the best quality.

There never was a more appropriate time to win back the consumer's confidence and to educate the public to the esthetic and economic satisfaction of fine quality merchandise, than there is today, and the consumer is ready for this experience, he believes.

"I have never been able to see why advertising should attempt a different emotional or rational appeal than do the editorial pages. Customers don't have to be hypnotized with bedtime stories to buy merchandise.

"There should be a close, mutual relation between the manufacturer, the retail merchandiser and the retail promotion departments, and through the latter with the retail sales-force—the arteries through which the life-blood of any successful enterprise must flow.

"There is a basic logical economic reason for the price of every article that is sold. Once the standard of that article is determined on as being fitted to the requirements of a store, then find out why it sells at a certain price, as against the lower price of a similar article, and tell that fact to the customer. Ten to one, matching the cheaper against the better, it is the latter which will sell," he concluded.

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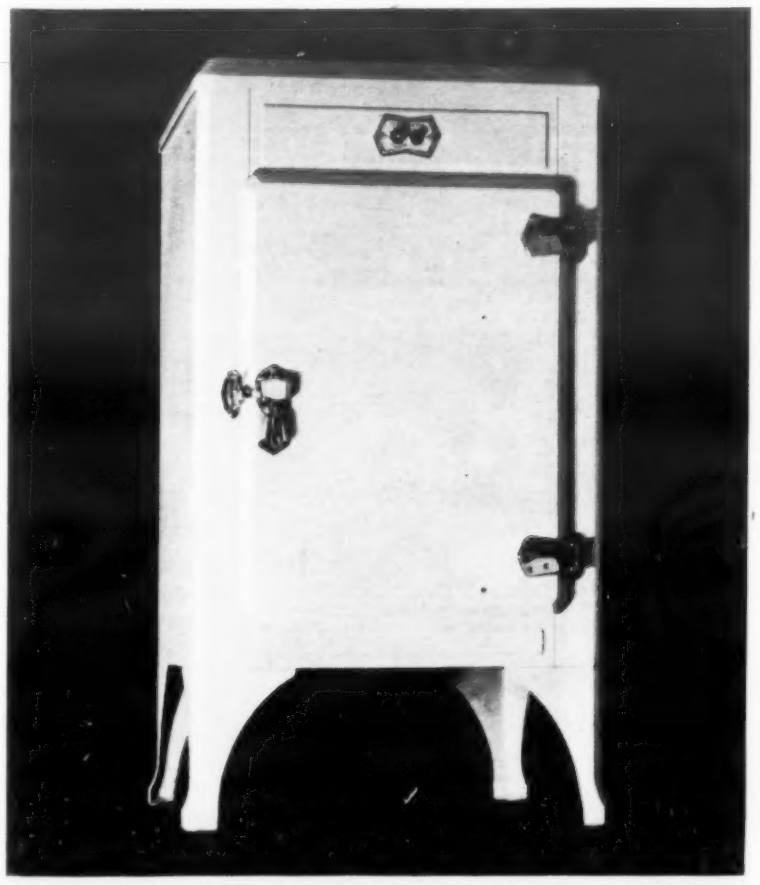

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McNair Urges Lower Distribution Costs

Harvard Professor Tells Necessity of Having Flexible Distribution

BOSTON—"If our marketing system is to play its proper part in keeping business on an even keel, we must reduce distribution costs, keep the distributive machinery flexible and readily susceptible of adjustment, and provide a far more effective linkage between the community's activities as producer and its activities as consumer."

These points were the substance of an address by Malcolm P. McNair of Harvard university at the Boston Conference on Retail Distribution last week, wherein he showed that not only has the depression affected distribution, but that faulty distribution may have been partially instrumental in inducing and prolonging the depression.

Analyzes High Costs

High cost of distribution was first analyzed and discussed by Mr. McNair. "During the last dozen years," he said, "the cost of doing business in department stores has gone up from about 25 per cent to 35 per cent of sales. In other words, department stores typically, even before the depression became severe, were taking about 10 cents more out of the consumer's dollar than they were a dozen years ago.

"This rising expense ratio is by no means confined to department stores. Practically all types of distributive business on which we have adequate cost records, show rising expense ratios over the last 15 years.

"These increasing costs of doing business," he emphasized, "mean that a larger part of the consumer's dollar is being used to cover costs of distribution rather than costs of production.

"The economies that have been achieved in the field of production have been in substantial part absorbed by the increased expense of marketing."

Lower Production Costs

Mr. McNair pointed out that one of the cherished objectives of the private capitalistic system is to increase prosperity and material well-being by reducing costs of production so as to make a great variety of products available to a wide market.

Then he said: "If this tendency persists, however, for marketing costs to absorb a substantial part of the economies effected in production costs, this objective will fail of attainment, and it is precisely at this point that the problem of the high cost of distribution is related to the business cycle.

"I do not believe that distributive enterprise is itself solely to blame for these high costs of operation. I believe that producers and manufacturers must shoulder part of the onus. We frequently hear distributors say that higher margins are required to cover the increasing cost of doing business. Is it not possible that the casual relation really is the reverse?"

Manufacturers and producers in their severe competition for outlets have offered higher and higher margins, frequently by means of inside prices, special discounts, advertising allowances and various other forms of concessions, he explained.

These high margins often have brought distributors into the field on an unsound economic basis and have permitted the growth of wasteful and extravagant practices, observed the speaker.

"Both manufacturers and distributors, I think, are responsible for the existing high cost of distribution, and both of them will need to cooperate in reducing this cost if we are to develop any permanent stability in our existing industrial order," was his comment.

How are we to achieve lower costs of distribution?

Mr. McNair admitted that he could offer no definite solution to this problem, but would suggest several lines of thought on the matter. He said:

Offers Suggestions

"First, there is the matter of integration. The most important and substantially the only development in the direction of lower distribution costs in the last 20 years has been the evolution of the chain store. Not all types of chains have been successful in reducing distribution costs. Those that have achieved the most in this respect owe much of their success to their integration of retailing and wholesaling.

"They found out how to do jobs without lost motion and with only one overhead. For instance, merchandise moves from manufacturer to consumer approximately three times as fast through a typical large chain grocery organization as it does when it goes through the typical service wholesaler-independent retailer channel of distribution.

"It is altogether probable that further economies in distribution can be achieved through other similar integrations of functions, quite probably involving manufacturers as well as distributors. We can be well satisfied with some slight increases in retailing costs if thereby there are gained substantially larger savings in wholesaling costs or manufacturers' marketing costs."

Self-Selling Merchandise

Next, the speaker discussed the matter of self-selling merchandise.

"I do not refer," he explained, "merely to mechanical devices for dispensing merchandise, in which further development is sure to come, but also to further intensive development of the principles of location, layout and display.

"Here and there a few organizations have proved what can be accomplished in the way of sales productivity from relatively small space, but we have as yet no firm grasp of the principles on which this kind of selling depends.

"Then there is the matter of service. A substantial part of the high cost of distribution is the high cost of service, but as yet we have made little or no headway in separating the economic services from those which are purely a mode of wasteful competition.

"But beyond the elimination of these wasteful and uneconomic services, there are substantial unexplored possibilities in the separation of merchandise requiring service from merchandise not requiring service, and the development of differentiated methods of selling and quite probably of differentiated types of institutions.

Changes in Living Modes

"All this again suggests the possible further breakdown of traditional merchandise classifications and the exploitation of new kinds of merchandise relationships.

"Finally, it may not be amiss to suggest that the evolution of our distributive system needs to be more closely patterned on changing modes of living," Mr. McNair said.

"We all know that the prosperity of the twenties was built largely on the foundation of the automobile . . . yet our system of distributing merchandise has not yet by any means accommodated itself to the automobile.

"It is always dangerous to prophesy, but there is some evidence that the next great period of prosperity in this country will be based on radical new developments in the housing industry. The housing accommodations of about 90 per cent of our population are still in the horse-and-buggy stage.

"It is entirely probable that when we wake up to a realization of our deficiencies and when we learn to organize the building industries on a really efficient capitalistic basis, there will ensue another period of prosperity comparable to the twenties.

Inflexibility of Distribution

"Our distributive system has not yet caught up to the automobile. Are we going to be ready for radical new developments in housing with all that these will imply in changed consumer buying habits?" he asked.

Of his second point—the inflexibility of large-scale distributive business—Mr. McNair had this to say:

"Expectations as to the depression-proof character of numerous distributive enterprises have, as we know, been rudely upset.

"So far as the effect on distributive enterprise is concerned, the striking thing about this depression has been the inability of these enterprises to contract their expense outlays in terms of dollars to conform with the lower dollar volume occasioned by the rapid decline of prices.

"The result has been a sharp advance in expense ratios.

"Inability to prevent such an advance in expense ratios is symptomatic of a rigidity and lack of flexibility which has crept into certain types of distributive business largely since the War. Evidence of this situation is to be found in high rentals, overexpanded physical plants, inadequate plant productivity in terms of sales per square foot, and too high proportions of nonselling space.

"A parallel situation likewise has been found to exist in the realm of personnel and organization, as evidenced by low sales per employe, relatively high ratio of nonselling to selling employes, overfunctionalization, etc."

Acquiring Stiff Joints

All unawares, he summarized, our distributive system has been acquiring stiff joints. It is no longer sufficiently flexible. To be sure, this is a difficulty which it shares with numerous manufacturing enterprises. In fact, the difficulty is, if anything, substantially more pronounced in the field of production, he thinks.

"The point is," Mr. McNair said, "that during the last 15 years or so, distribution . . . has acquired some of the infirmities and weaknesses which frequently are characteristic of large aggregations of capital. This unaccustomed lack of flexibility not only has occasioned rapidly mounting losses for distributive undertakings in this depression, but it tends to delay the entire industrial machine in getting started again."

The chain store type of organization appears to be inherently somewhat less susceptible than other types to the development of these dangerous rigidities, the speaker observed.

"With respect to this type of difficulty, the problem of the future is to find out how the desirable advantages of large-scale operation in the field of distribution can be obtained without sacrificing flexibility and incurring the heavy burden of large aggregations of sunk capital," the Harvard man asserted.

"When we learn how to accomplish the task of distribution more simply, with less overhead, we shall also have learned how to keep the system more flexible. For the present, at least, the most promising general line of progress seems to lie along the path of further evolution and development in the chain store type of distributive enterprise.

"With its faster rate of stock-turn, its numerous scattered points of selling contact, and its separation of functions, permitting the use of low-rent locations for storage and administrative purposes, the chain has important advantages in respect to flexibility."

Coordination

Last point dealt with the problem of maintaining effective coordination between production and consumption.

Regarding this point, Mr. McNair said, "I am convinced that the failure of our marketing mechanism to cope with the increasingly difficult task of adjusting supply to demand for particular commodities, both quantitatively and qualitatively, is one important reason why business breakdowns are becoming more catastrophic in character.

"There can be no general overproduction of all commodities, since the production itself furnishes the means of consumption. The economic community as producer must equate itself with the community as consumer, and the machinery by which it does so is the machinery of distribution or marketing, and until very recently economists have given relatively little attention to this machinery.

Since the industrial revolution, separation between producers and consumers has increased not only with respect to intermediate functions, but also with respect both to time and distance. This accentuated division between the two necessarily complementary parts of the community's economic life has been one of the apparently inevitable consequences of our system of capitalistic development, said Mr. McNair.

A second consequence of this development, he pointed out, is that consumers' demands have become steadily more complex and in consequence less stable. The phenomena of fashion have become of paramount importance in any analysis of demand.

Demand Complex, Unpredictable

"Thus, as another of the consequences of our capitalistic development," the speaker showed, "demand has become increasingly complex, variable and volatile. Hence, the need has become more and more urgent for the producer correctly to anticipate and appraise the character of the demand for his product.

"It is precisely at this point that these two sets of consequences are seen to be pulling in opposite directions, for as the need of understanding demand has increased because of changes in the character of consumption, at the same time the more sharply accentuated division between the activities of production and consumption has decreased the opportunities for such direct contact between producer and consumer as might assist that understanding," he explained.

"It is indeed one of the great paradoxes of our modern capitalistic development that as the need for greater attention to the vagaries of the market place has become more and more pressing, the manufacturer and producer, not only through the increasingly roundabout character of the capitalistic process, but also through the increasingly specialized machinery of distribution, have more and more effectively isolated themselves from contact with the factors controlling the consumption of their output."

This point Mr. McNair emphasized. "In the face of a steadily increasing need for the producer to know more about demand, the machinery of distribution has fallen down on the job of keeping him in contact with demand.

"We have retained the word 'marketing' while retaining practically little or none of that word's literal content, and yet all this time there has been no change in the economic reality; i.e., the fundamental identity of the community as producer with the community as consumer."

Serious Study of Demand

He continued, "I do not mean to imply that the need for studying consumer demand has gone unnoticed. In fact both manufacturers and retailers almost invariably claim to speak for the consumer, yet, it appears that all of this is mostly lip service, that while claiming to speak for the consumer both the manufacturer and the retailer have in fact been speaking for themselves, and the consumer has become more than ever the 'forgotten man.'

"If we are to preserve the essential outlines of our present system of private capitalism, the task of studying demand must be taken seriously."

Then came this forceful statement: "I believe the most of this task devolves on distributive enterprise. And to live up to the obligations which this task imposes will mean going far beyond present-day systems of want slips, fashion services and occasional questionnaires for advertising purposes.

"It will mean, for instance, numerous experimental studies of a laboratory or pure research character. It will mean numerous special studies of fashion phenomena, leading eventually to the development of a well-rounded philosophy of fashion.

Psychology of Consumption

"And all this requires as a groundwork a substantial further study, practically as an applied science, of the psychology of consumption."

The words above he qualified with these: "Nor will it be enough for distribution merely to gain a better understanding of consumer demand. Such an understanding must be transmitted effectively to manufacturers and producers.

"This means in some instances the shortening and straightening of some of the unnecessarily roundabout channels of distribution as, for instance, in the textile industry.

"It probably means also an increased tendency towards vertical integration in the case of specialized manufacturing and distributing enterprises. It certainly means reasonable cooperation between distributors and producers in the assumption of necessary risks."

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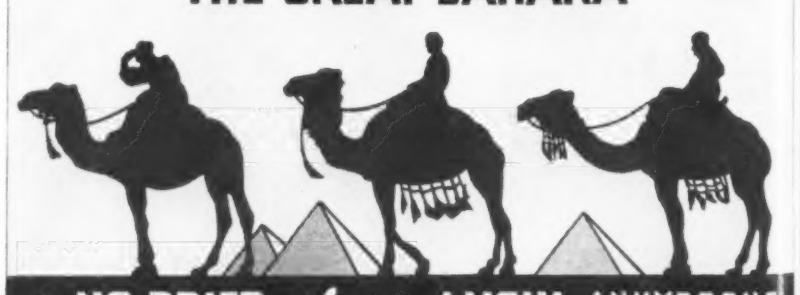

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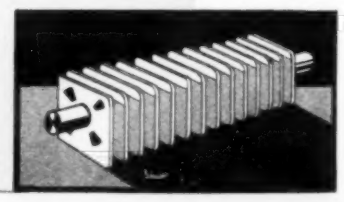

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Keynote for 1933

ANNUALLY the nation's leading retail merchandising experts, particularly the top men from the ranks of department stores, chain stores, clothiers and home furnishers, meet in Boston with deans and professors of business and commerce from some of the country's best known colleges and universities to conduct round-table discussions of current merchandising problems. And each year the Boston Conference on Retail Distribution grows in importance and stature.

Last week the 1932 conference came to an important conclusion. This conclusion was not stated in the form of a resolution, nor was it issued as an official summary of the discussions. But it was mentioned and dwelled upon by so many speakers, and talked about so much within informal group confabs, that it undoubtedly should be listed as the chief thought of the congress. Here it is:

In 1933 the most important factor in retail selling will be sales training.

Today's Purchasers Becoming Wary

Having been stung and gypped on purchases of every class of merchandise during 1931 and 1932, next year's buyers are going to be the most wary of recent times, executives and professors at the conference predicted. Buying, they believe, will become more of a studied science than ever before. Superlative adjectives have not only spent their force, but are now creating suspicion. Present-day purchasers are from Missouri; they want facts; and demand to be shown *how* and *why* the products offered to them are worth the money asked.

Merchants at the conference reported that never have their salespeople been asked so many and such pertinent questions as they are being asked today. And sales executives who have taken for granted the idea that women aren't interested in things mechanical are being forced to revise that opinion nowadays. Learning what makes the wheels go 'round may be a painful process for the purchasing sex, but they would rather endure the pain of study than the humiliation and grief of having been cheated.

Judging from the declarations of retailers and sales supervisors from all over the country, it would seem to be almost an inevitable conclusion that *no matter how well trained your salesmen have been during the last few years, that training won't be adequate in 1933.*

More Study of the Product

Manufacturers who have complained that sales presentations contained too much "fancy stuff" and not enough about the product should begin to get some satisfaction in the fall sales councils which are now under way. For, if their reports from the field are accurate, they will be hearing over and over that the salesman who knows his product from A to Izzard, and from refrigerant to finish, is the man who is getting the orders. Contrariwise, the salesman who can't explain just how his machine works and of what it is constructed is being viewed with suspicion.

E. A. Terhune, aggressive Copeland distributor in Boston, avers that there are three factors in personal selling, which are:

1. *Quantity.* The number of prospects on whom a salesman calls during a day. As a general rule, the more prospects canvassed, the more sales.

2. *Quality.* The type and receptivity of the prospects on whom a salesman calls. While some salesmanagers advocate the *cold canvass* theory stated above (quantity), others stress *selective selling,* which means locating a few especially good prospects and concentrating your effort on them. Today a combination of these two types of selling (quantity selling in daytime, quality selling at night) is in vogue.

3. *It.* The salesman's personality.

Getting the Most Out of Salesmen

To these three factors, we should like to add a fourth, *training.* Undoubtedly well-chosen salesmen will educate themselves in the very process of seeing a dozen or two dozen prospects every day, and in feeling their way toward a personal sales technique. On the other hand, most sales executives will agree that this process may be cut short by preliminary education.

Moreover, it has been found that the trained neophyte often outsells the veteran salesman who depends almost entirely on his "it." This, we suspect, will be particularly true in coming months.

And if preliminary instruction is augmented frequently with further training, sales managers may expect their trained rookies to improve with age and use. As a matter of fact, they will likely need this post-graduate education if they are to keep up with the procession.

Every day things are being learned about specialty salesmanship which may be transmitted to others visually, orally and by means of the printed word. When salesmen are continually exposed to the ideas of successful confreres, they not only learn to do their own jobs better, but often are stimulated to work out novel methods of their own. And this industry is moving so fast nowadays that the ideas and thinking of most salesmen need a thorough overhauling and renovation at regular and frequent intervals.

Hank Boyle, sales promotion manager for Electrolux, believes that one of the main reasons a salesman does not sell more is that he is afraid the prospect will ask questions he cannot successfully answer. Remove doubt of the unknown from the salesman's mind, and he will not be afraid of questions or objections from the prospect. Education has always been the best weapon to combat fear.

Fundamentals of Sales Education

How can salesmen best be trained? Visual methods are slowly superseding the old-time oral way. Dramatizations of ideas by means of playlets, the use of moving pictures, and the employment of the printed word (most economical of all methods) are coming more and more into favor. But whatever the manner of teaching, it all gets down to three fundamental *knows:*

1. Know the product.
2. Know people (prospects).
3. Know thyself.

First of these "knows" is undoubtedly most important today. As stated previously, present-day buyers are grimly determined to get the facts about the things they want to buy. Half-hearted attempts to explain the "mechanical workings" of an electric refrigerator to salesmen will likely be supplanted by vigorous and rigorous instruction on refrigerator construction by successful companies this fall and next year.

Second and third of the "knows" need to be related and correlated. Salesmen should know what their positive personality traits are, and how to capitalize upon them. They should also acquire a sympathy for and understanding of their prospect's environment.

If they can make a sufficiently favorable impression on prospects to gain their confidence, learn their problems, and understand their environment, salesmen should be able to sell refrigerators. For selling consists in relating the use aspect of a product to a prospect's environment in terms which are understandable and attractive to the prospect.

First relation to be established is that between the salesman and the prospect. Next is that between the prospect's environment and the product. Correlate all four, and you have a sale.

Well-informed salesmen breed confidence. And judging from reports of those who have studied closely the mood of today's buyers, it will be the well-trained and well-educated salesmen who will get the orders in 1933.

Letters from Readers

Utility Battle

Servel Sales, Inc.
Electrolux Refrigerator Sales, Inc.
51 East 42nd St., New York City
Sept. 15, 1932.

Editor:

I read your front-page editorial which was carried in the Sept. 7 issue of Electric Refrigeration News with interest. I think this type of editorial is very constructive and will prove very beneficial to the electric refrigeration industry as a whole.

However, I should like to make certain comments relative to your regular editorial for that issue. The editorial reads—"Department Stores Rise."

Your first paragraph which I quote reads—

"Unheralded and unsung, a bitter fight is said to have been waged during the last two or three years between public utilities on the one hand and retail merchants (under the leadership of department stores) on the other. Today it appears as if the department stores have given the utilities a sound trouncing."

Your last sentence leads me to wonder how you came to that conclusion. The facts as they have been presented to me to date indicate that during the past two years legislation has been suggested or proposed in 30 states to prohibit gas and electric utilities from merchandising appliances. In 1931 this legislation was defeated in every state where proposed with the exception of Kansas and Oklahoma. This year similar legislation met defeat in Massachusetts and Mississippi.

As stated before, in Kansas and Oklahoma during the year 1931, laws were passed prohibiting utility merchandising. The Kansas law was passed under a misleading title indicating that its purpose was to prevent unjust charges in rates by utilities, whereas the law itself contained no provision whatever with relation to rates.

We have been informed that there was no real public sentiment in Kansas in favor of the bill, even among dealers. The law was put over on an unsuspecting public by a small group acting under a misapprehension as to the facts and with little or no realization of the effect of such a law.

This law has been operating in Kansas for one year—a sufficient time to demonstrate fully the evils and the futility of such legislation. We have been informed that as a result of this law approximately 200 stores were closed in Kansas and that over 1,500 trained employes were dismissed from their jobs. The newspapers alone lost a quarter of a million dollars due to lost advertising and it has cost the state an immeasurable inconvenience through their inability to procure needed appliances and especially to procure proper servicing and repair of existing appliances.

We understand that one utility reported that whereas it had sold 400 electric ranges in its territory in 1930, only five ranges were sold in the same territory by all the dealers combined, after the law went into effect in August of last year. Instead of the independent dealers, such as the hardware men and furniture men, securing additional business, this business reverted to the mail-order houses.

Oklahoma had a similar experience. The independent dealer who was most instrumental in securing the passage of these laws has now discovered that the business has moved outside his state.

The newspapers today are openly agitating the repeal of these laws and are attacking them from the standpoint that the laws proved detrimental to the progress of their states.

It is unthinkable that legislators of this country, especially now that they have had the experience of the Kansas and Oklahoma laws behind them, will entertain in the future any further attempt to cut away from the utilities the very foundation upon which their business has been built.

To deprive the manufacturers of appliances of their most valuable outlet and take away from the newspapers one of their great sources of advertising revenue and to deprive the general public of a means of receiving proper and efficient service on their appliances, is something that a legislator must consider carefully before he votes when this issue is again brought up.

After having looked over the above stated facts, I wonder how you can come to the conclusion that the utilities are being "soundly trounced."

F. E. Sellman,
Vice president.

P.S. Have you ever had an appliance serviced by a department store?

Good Viewpoint

Zerozone, Inc.
205 E. 42nd St., New York City
Sept. 19, 1932.

Editor:

We have read the front-page editorial for Sept. 7, as well as the regular editorial on department stores and want to compliment you on your viewpoint.

We have ordered a supply of the News of this issue, and hope to make good use of it.

J. P. Vogt,
Advertising department.

Servel Humidrafts

Servel Sales, Inc.
Evansville, Ind.
Sept. 12, 1932.

Editor:

We read with much interest about the birth of Copeland room coolers in "The Expansion Valve" of Sept. 7. Many of our customers would have been surprised to learn that a forced draft chilling unit dries up meats when their experience of almost a year has proved to them that a forced-air unit (our Humidraft) properly designed and controlled keeps their meat in good condition.

It is true that in the past efforts at forced circulation have set up conditions that would cause dehydration. In fact dehydration has been experienced in varying degrees with every type of cooling unit so far developed. Old-style brine tanks, steel direct-expansion coils and the most modern of finned units will definitely dehydrate food products if improperly installed or improperly balanced with the machine unit involved.

To the average layman, forced circulation means high velocity air in the refrigerator, but due to the nature of Humidraft design and control, the velocity of the air circulating in the refrigerator is only equal to, or at most slightly greater, than the rate of circulation on a good gravity job. It is directed circulation penetrating every part of the refrigerator.

Furthermore, the extraction of moisture from the product is governed by three factors; first, the dew point of the air leaving the cooling unit; second, the relative humidity of the air returning to the cooling unit, and third, to a small degree, the velocity of the air travel over the refrigerated product.

With Humidraft, it is possible to maintain a very high coil temperature, which means a high dew point of the chilled air. The forced circulation returns this air evenly and steadily, giving a minimum rise in temperature in passing through the refrigerator, which means a high relative humidity of returning air.

As stated before, the velocity over the product itself is not appreciably greater than with a well-designed gravity job. The essential difference between Humidraft and the gravity coil, lies in the fact that the air velocity over the coil is very much higher than is possible with a gravity type coil.

Under ordinary circumstances, we obtain a lineal velocity of 300 ft. per minute over the coil, but due to the fact that this air is diffused over a very large box area, the velocity over the food is less than 1/10 of this amount. This high air velocity over the coil secures a heat transfer eight to ten times as high as can be obtained by the same surface on gravity circulation.

In practice this equipment is installed so that the fan operation can be varied over a wide range to meet the exact demands of the user.

In some installations, the fan runs almost continuously, while in others only four or five hours per day, which permits compensation for outside humidity conditions between winter and summer, hot weather and cool weather.

Another current fallacy has been disproved by experience with Humidraft. To the average layman, and even refrigeration man, sweating meat is the exact opposite of dehydration, and a sweating condition is generally considered as being caused by a too high coil temperature and relative humidity of circulated air.

The fact of the case is that sweating is caused by improper circulation in the refrigerator, and can be controlled only by generating proper circulation.

With the gravity type coil, we must rely upon a difference in temperature between the coil and refrigerator to create air circulation. With Humidraft, our control can be adjusted to create circulation at any given time, regardless of the relation between the coil temperature and the box temperature.

Sweating and slimy meat is started by the condensation of high moisture content air from outside the box coming in contact with the cold product before it has been passed over the cooling coil to be relieved of its excess moisture content.

It is most prevalent during cool weather in fall and winter, at which time the machine unit is running only a very small proportion of the time, and the natural circulation in a gravity type box is almost negligible.

Under the same circumstances, the user can stimulate normal circulation by simple adjustment of his Humidraft control, even though the total amount of machine operation will still remain low. For these reasons the properly designed Humidraft job will eliminate objectionable summer dehydration, and winter slime.

To borrow a phrase—"Ask the man who owns one—of ours."

C. A. Miller,
Sales manager.

Kind Words Dept.

"We find that your publication is most interesting and very instructive, and never fail to get good points from each edition."—W. E. Imhoff, J. Imhoff & Sons, Port Arthur, Tex.

Lough Claims Charges of Wastage In Distribution Are Exaggerated

BOSTON—That charges of great wastage and unwarranted increases in distribution costs have been grossly exaggerated by some authorities was the assertion made by William H. Lough, president of Trade-Ways, Inc., New York City, when he addressed the Boston Conference on Retail Distribution here last week.

Mr. Lough cited a statement of the U. S. Department of Commerce that "annual wastage in distribution is eight to ten billion dollars," and declared that this assertion "has no substantial, or even plausible, basis."

Of the total production of our factories, mines, forests and farms, amounting to 80-odd billion dollars in 1929, some 62 per cent consisted of producers' goods; 38 per cent, of articles ready for consumption. Distribution expenses of producers' goods came to 15.3 per cent of their values to purchasers. Distribution expenses of finished consumers' goods came to 35.6 per cent of their values to consumer-purchasers.

Corresponding ratio for all goods, both producers' and consumers', was 24.3 per cent, the speaker explained.

Fallacious Charges

He pointed out that it is fallacious to charge all distribution costs on both producers' and consumers' goods to consumers' goods alone. "If this were to be accepted as permissible, the ratio for consumers' goods would be 55 per cent, but this would be bad accounting, since the costs of transporting and selling producers' goods are plainly chargeable into costs of production," he pointed out.

"Our total national bill for distribution of both kinds of goods in 1929 was about 25.8 billion dollars, divided as follows: for transportation, 5.35 billion dollars; for wholesaling, 6.7 billion dollars; for retailing, 13.75 billions," Mr. Lough said.

Cites 1929 Trade

The total trade through retailers in 1929 was estimated by the speaker at 52 billion dollars. Some six billions of this sum consisted of producers' goods; the rest were consumers' goods. In addition, about 1.1 billion dollars worth of consumers' goods were sold to them direct by the makers.

Out of the total volume handled by retailers, 60 per cent reached them through wholesalers, including manufacturers' wholesale branches.

"From 1909 to 1925 (leaving out of account extreme fluctuations during the war years), wholesalers normally supplied approximately two-thirds of retailers' requirements; from 1925 to 1929, inclusive, the average ratio appears to have been somewhat below 60 per cent. The decline in the ratio does not mean that wholesalers lost business, but only that they failed to share in the rise in retailers' trade," said Mr. Lough.

Costs Remain Level

These estimates indicate that from 1909 to 1929 the ratio of distribution costs remained almost on a dead level, between 35 per cent and 36 per cent. That is, a little more than one-third of the consumer's dollar went to pay the expenses of transporting, wholesaling and retailing goods delivered to him.

"This ratio has been remarkably constant in spite of sweeping changes in the distributive system—for example, the growth of chain stores, the increasing proportion of retail trade in the larger cities, instalment financing, etc. The cost-raising and the cost-reducing factors seem to have been kept in nearly 'perfect' balance," declared Mr. Lough.

"It appears that the efficiency of mercantile employes and of their working methods has practically stood still for at least 20 years. In the same 20 years the output per person engaged in manufacturing increased a full 40 per cent," he added.

Employes' Capacity Unchanged

"In spite of the aid given by advertising to retail selling effort, in spite of rising incomes which should have made sales easier to handle, in spite of low-cost chain stores, in spite of the few feeble attempts to give salespeople proper training, still the average mercantile employes' capacity has stubbornly remained on a dead level.

"Parenthetically, I see no clear evidence of improvement today, isolated cases excepted, even under the lash of adversity," the speaker asserted.

Mr. Lough calculated that, in 1909, manufacturers' expenditures on advertising of consumers' goods amounted to per cent of the retail values of all consumers' goods; by 1929, at the end of a steady rise, it had come up to 1.6 per cent. Advertising expenditures appear to average in recent years about 5 to 30 per cent of manufacturers' overall selling expenses.

"That manufacturers' selling expense chargeable to consumers' goods went up during the 20 years preceding 1929 seems to me, in the light of these facts, a reasonable opinion. But the size of the increase has certainly been enormously exaggerated in flamboyant, popular discussion.

"After allowing liberally for enlarged advertising and for extension of manufacturers' selling-distributing activities into fields formerly accupied by wholesalers, the probable rise amounts to less than 1 per cent of the consumer's dollar," the speaker said.

"The grand total of marketing costs chargeable to consumers' goods may be summarized as follows:

"Transporting-wholesaling-retailing system (estimates fairly reliable, but leeway left for difference of view as to propriety of including here the assembling costs of food products)	32% to 36%
"Manufacturers' selling expenses (leeway left, because of impracticability of arriving at a close estimate)	5% to 8%
Total of marketing costs	37% to 44%

"I believe that assembling costs on food products should be treated as part of the costs of production, and that manufacturers' selling expenses are fairly estimated at about 6.5 per cent. On this basis the total marketing costs on consumers' goods would be approximately 38.5 per cent," he stated.

Undermines Criticism

"On whatever basis the ratio may be computed, no evidence exists, so far as I can find, of any large variations in the ratio during the 20 years between 1909 and 1929. Acceptance of this simple statement undermines the validity of such criticisms and loose statements as those cited at the beginning of this paper.

"I do not mean to deny that wastage and inefficiency exist. But they can scarcely be so great as they have been pictured.

"Why, then, should unsupported statements that marketing costs are rapidly rising be so eagerly accepted and reported? Perhaps the shortage of data and of reasonable estimates is a partial answer. I fancy, however, that other influences are at work, particularly:

"Distaste of much which passes for representative advertising and selling—a distaste heartily shared by many men engaged in marketing. The prejudice thus aroused ought not to control opinions on questions of fact; but in practice it does.

"Propaganda in behalf of the supposed interests of farmers and other producers who are easily made to feel aggrieved at the profits (mostly imaginary) of the distributors of the fruits of honest toil.

"Confusion of thinking about the correct allocation of the costs of assembling produce, transporting raw and semi-finished materials and selling industrial goods.

"Exaggeration of the average consumer's capacity and desire to form his own judgments, usually accompanied by isolated examples of 'manipulation.'

"This last point deserves emphasis. It is continually surprising, when reading the pronouncements of publicists and economists on marketing problems, to discover how few of them have a realistic conception of consumers' demands and attitudes.

"The 'economic man' of an earlier generation has begat an heir. He is the clear-thinking, well-informed, broadly intelligent consumer who has his being mainly in the pages of textbooks and magazine articles. Unhappily, marketing men seldom meet him elsewhere," Mr. Lough said.

Conform to Realities

"Marketing procedure is forced to conform to realities. It has to do with human reactions, many of which are irrational and only vaguely predictable. It can hardly hope to rival the great achievements of mechanical engineering in bringing methods, results and costs under close control.

"Nevertheless, much more can be accomplished than has yet been done. Marketing technique, judged by the estimates presented in this article, has lagged far behind the notable advances of production technique, especially in the last decade. Methods, results and costs demand increasing improvement based on more thoroughgoing analysis and more precise measurements.

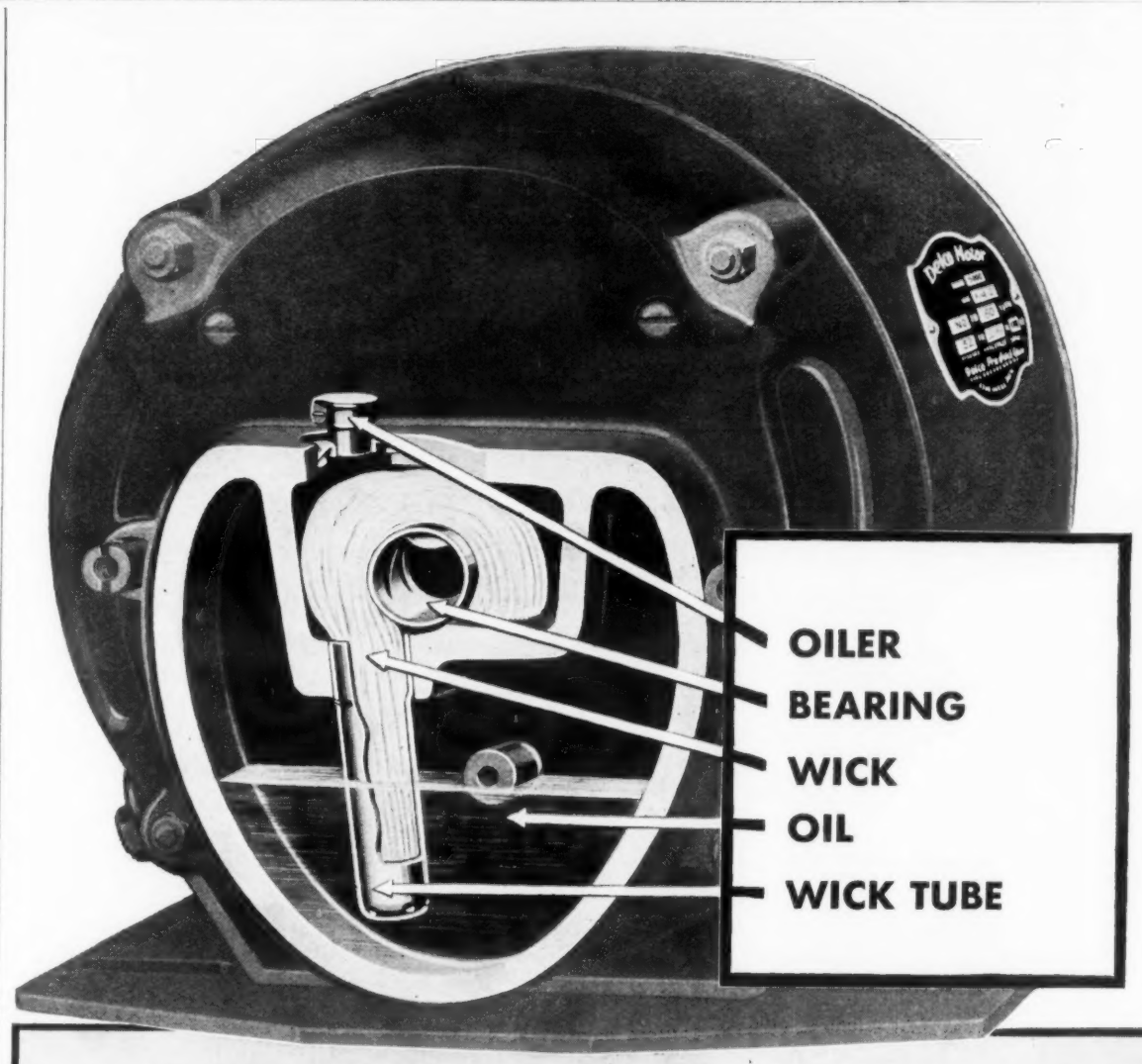
"Whatever reductions of marketing costs which may in time be realized are most likely to follow from intensive study of pressing problems by men whose business it is to handle them," the speaker concluded.

REDUCED PROFITS SHOWN BY DEPARTMENT STORES

NEW YORK CITY—Gross profits of department stores doing an annual business in excess of $10,000,000 showed a decline from 34.2 per cent in 1930 to 33.3 per cent in 1931, according to a survey by the Controllers' Congress of the National Retail Dry Goods Association.

Stores in the $5,000,000 to $10,000,000 class fell from 33.6 to 33.5 per cent; stores in the $2,000,000 to $5,000,000 class, from 33.7 to 33.2 per cent; in the $1,000,000 to $2,000,000 class, from 31.7 to 31.5 per cent.

Stores in the lowest classification, with sales from $500,000 to $1,000,000, managed to raise their gross profit from 31.8 per cent in 1930 to 32.5 in 1931.



DELCO MOTORS WITH

SEALED LUBRICATION

A Delco Motor with Sealed Lubrication *takes care of itself.* **It is oiled, for years of service, at the factory. And it stays oiled, for the lubricant can't come out—even if the motor is tipped on end or shipped upside down. It stays oiled during operation, for all excess lubricant at the bearings is returned automatically to the reservoirs. Yet it cannot be over-oiled—the reservoirs cannot be filled full enough to cause leakage on the commutator or windings. This newest Delco development is typical of the complete provisions for unfailing performance in Delco Motors. Millions of Delco Motors in service today are giving satisfaction.**

DELCO PRODUCTS CORPORATION

DAYTON, OHIO

LITTLE STORIES OF INTERESTING PEOPLE IN THE REFRIGERATION INDUSTRY

THE EXPANSION VALVE

LITTLE STORIES OF INTERESTING IDEAS IN THE REFRIGERATION INDUSTRY

By George F. Taubeneck

Count Our Blessings

We get so embroiled in the muddled affairs of our own industry that often we forget to stop and count our many blessings (voice offstage: "Name three"). In comparison with other industries and types of business, electric refrigeration is pretty well off.

No, this isn't going to be a sermon.

But last week we attended the Boston Conference on Retail Distribution, which has come to be the nation's leading forum on trade problems.

What we heard there about shoddy merchandise, insanely slashed prices, cut-throat competition, and Herculean sales resistance made us glad indeed to get back to so comparatively clean an industry as the one with which we are identified.

Executives who attended the Senate finance committee's hearings on the revenue bill will recall the sorry plight of some of the other groups which appeared before the Senators. At Boston last week was told the same type of story, with more real inside dope on some of the dirty work at the crossroads.

One interesting feature of the conference, though, was absence of wailing. These chain store, department store and other varieties of merchandising executives had taken plenty of stiff raps on the chin. Yet there was a light of eagerness in their eyes as they discussed ways out of their dilemmas. Even fighting for one's existence can be fun.

This year—in contrast to the 1931 symposium of business leaders—the conference was dominated by college professors. Whiskers on every chin, Phi Bete key on every vest, statistics in every sentence.

Interesting to note was the fact that the practical retailers present agreed with the chart-drawing and figures-analyzing professors that business is on the upward creep.

This agreement was composed, not of the hot-air "statements" so prevalent during the last two years, but of simple, calmly admitted facts.

* * *

Q, the Unknown

"Quality" was the most-heard word during the conference. All agreed that the shoddy goods of the last two years have prolonged the depression, because buyers have been stung so many times that now they are drawing into their shells.

One of the biggest questions, though, was that of the methods and means of determining quality.

"X" has always signified the unknown quantity. Nowadays "Q" should be used to signify the unknown quality.

"How can we identify good goods?" seems to be the cry of the hour.

In our news story on the conference (page 1, Sept. 21 issue) we mentioned the dramatic incident which took place Monday evening when a number of women in the audience arose spontaneously to voice bitter disillusionment over the poor quality of the goods they had purchased this year and last.

On the following morning Lita Bane, associate editor of the *Ladies' Home Journal*, advocated the adoption by government agencies and trade associations of stamps and seals as a means of indicating quality.

This stand, readers may recall, was taken by Electric Refrigeration News in the editorial, "Seal of Approval," carried in the Sept. 14 issue.

Stated Miss Bane:

"Consumers in general are already interested in quality merchandise. Their chief difficulty, however, lies in their inability to identify it.

"Ways must be found to let women know which merchandise has the quality she wants, as the buyer often determines the qualities she considers most important before she goes to buy."

* * *

Schuler on Standards

Miss Bane's boss, Editor Loring A. Schuler of the *Ladies' Home Journal*, also devoted his speech to the subject of standards of quality.

Women are learning, he averred, to buy on specifications. They are also putting more faith in well-known trademarks than ever before. He predicted that 1933 would be a banner year (comparatively speaking) for well-advertised products.

Like other male speakers at the conference, Editor Schuler blamed the women for the junk piles in today's stores.

In 1930 women learned that they were in a buyer's market. They knew that values of their stocks, bonds and homes had dropped sharply. It seemed reasonable to them that other prices should come down, too.

Surely enough, early 1930 witnessed hundreds of genuine bankrupt and money-raising sales, in which real quality goods were sold at ridiculous prices.

But it wasn't long before these quality goods were washed out. Still women buyers demanded low prices. So they got them. Emptied shelves were resupplied with trash and cheap stuff. And buyers got stung.

As is sometimes the case, the women didn't know when to stop.

Timely copybook maxims from Editor Schuler:

"Quality is the best policy."

"A bargain is a bargain only if the customer is satisfied."

"The 'caveat emptor' doctrine (let the buyer beware) has proved a boomerang, for it is prolonging the depression."

1931-'32 Commercial Theme Song

"One refrigerator, two tables and a radio—to go."

Reprinted from *Judge*

Brilliant Young Men

Every speaker talked about the need for quality as a lever to lift the weight of depression. Many speakers devoted their entire time to it.

Of these latter, most interesting was I. A. Hirschman, 27-year-old publicity director of Lord & Taylor, Inc., and said to be one of the three highest-paid young men (under 30) in America.

Other two are Kenneth Collins of Macy's, and Irving Thalberg of Metro-*Goldwyn*-Mayer. (Irving Thalberg is husband of Norma Shearer, and makes more than she does; so he is definitely *not* "Mr. Shearer.")

Mr. Hirschman is a small, alert, likeable, bright Jewish boy who has a flair for words and a capacity for listening.

After his speech we heard him make the interesting remark that "most retailers are blind to the advertising power of radio.

"When they do use it, they employ a blunt cudgel, rather than the sharp instrument required. Radio is new and highly specialized; it calls for patient study in order to use it properly."

Another bright young man who spoke right up in meetin' was Arthur O. Price, sales promotion manager of the New York Herald-Tribune.

In spite of his name, he talked about quality.

"Like the name of a good woman," he stated, "quality is not enhanced by discussion of it."

He urged retailers to back their higher-priced lines with advertising; not their cheap goods.

It appears that glorification of cheap merchandise has made women feel guiltily extravagant when purchasing better grades.

* * *

Opportunity Ahead

Perhaps one of the most impressive men there was Robert Amory, treasurer of the Nashua Mfg. Co., world's largest maker of blankets.

Out of a ripe old age of experience, Mr. Amory observed that his company has always made its biggest profits in the years following depressions, and that it has emerged from each bottom-of-the-cycle stronger than ever before.

Professor Malcolm P. McNair of the Harvard Business School believes that the next great period of prosperity in this country will be based on radical new developments in the housing industry.

"The housing accommodations for 90 per cent of our people are still in the horse-and-buggy stage," he opines.

"When we learn to organize building industries on a really efficient basis, it is entirely probable that there will follow another period of prosperity comparable to that of recent memory."

Wallace B. Donham, dean of the Harvard Graduate School of Business Administration, thinks that the first buying wave will be one for products for the home.

Which should encourage electric refrigeration distributors and dealers. Also it might suggest to them the advisability of taking on companion lines such as ranges, oil burners, room coolers and laundry equipment.

* * *

Happy Accidents

Dean Donham pointed out that we have been pulled out of depressions in the past by happy accidents. Said he:

"Accidents have always introduced great new purchasing power at critical moments heretofore.

"Perhaps it was bumper crops at home and crop failures abroad. At one time it was a burst of railroad construction; at another the building of great industrial plants.

"Several times wars at home or abroad have contributed their destructive purchases.

"New industries like the automobile and radio, which use vast numbers of men to satisfy well-recognized human desires, have started big upswings.

"The reconstruction of Europe, aided by our aggressive but unfortunate foreign lending policy, furnished the last great stimulus.

"If we do nothing ourselves, and if no offsetting force appears spontaneously, progressive development of unemployment may bring in more and more factors of distress.

"This depression is conclusive evidence that we must not for the future rely on happy accidents to keep recurring periods of depression within manageable limits.

"Our present plight is not strange. The wonder is that our haphazard economy has worked so well in the past."

Perhaps air conditioning will turn out to be what Dean Donham terms "a happy accident."

Other interesting statements by the learned dean:

Before the advent of machines, no nation was able to produce more than 20,000 calories of energy per capita per day. That is barely enough to feed, house and clothe a people living under rigorous conditions. Nowadays we can produce 150,000 calories per capita per day. China and India, however, are producing about the same quantities of energy as they did 5,000 years ago.

Unless we work out a new money and credit scheme, we may expect a permanent dole army of at least 5,000,000.

We are witnessing the break-down on a vast scale of international trade, which began with the cessation of international lending. Self-sufficiency is becoming more and more essential.

Dean Donham is the author of two recent books, "Business Adrift" and "Business Looks at the Unforseen." Professor McNair, also quoted above, has written "Problems in Retail Distribution," "Problems in Retail Store Management" and "Problems in Retailing."

Walter Teagle Right?

Walter C. Teagle, president of Standard Oil Co. of New Jersey, was one of the conference's most distinguished speakers.

And the day following his speech, which was broadcast over the Columbia and Yankee networks, his company's stock went up almost three points!

Building purchasing power by job sharing is Mr. Teagle's big idea just now, and he is on a temporary leave of absence from his company to promote it.

His idea is that prosperity will be promoted if employers hire more men to do the same quantity of work.

In other words, if a manufacturer is distributing a payroll of $10,000 weekly to 500 men, he should pay the same amount to, say, 750—thus increasing the number of men on the payroll, but not increasing the amount of money in circulation, and substantially reducing the incomes of those already employed.

Privately, we think his scheme is probably meant to reduce taxes and lessen the need for contributions to relief funds, rather than to bring back prosperity.

When asked just why his scheme would help boost business, he replied with this illustration:

"You hire four men at $125 per month each. It costs each man $100 per month to live. Each will likely hoard the extra $25, which means $100 monthly in the sock.

"But if you hire five men at $100 per month each, your entire $500 will be spent."

In refutation, we quote P. A. O'Connell, president of the National Retail Dry Goods Association, and president of the E. T. Slattery Co. Mr. O'Connell's speech was previous to that of Mr. Teagle, with whom nobody argued; but nevertheless the following quotation does its duty:

"It is indeed a misguided sales policy that depends for its success upon the impoverishment of a large part of our industrial workers, and shuts them off with barely enough buying power to keep body and soul together.

"Business prosperity is not made of such stuff. Wages that furnish only the bare necessities of life do not bring back prosperity."

* * *

We Don't Trust 1929 Figures

Most of the statistically minded speakers made liberal use of figures from the 1929 Census of Distribution.

Undoubtedly this was a monumental work. Statistical services, advertising agencies and universities have made much of it, and "proved" many things by analyzing it.

But somehow we can't help being suspicious of any survey or conclusion based upon figures taken from 1929—the most abnormal year in your or my lifetime.

Possibly ratios and weighted balances and projected curves can be made to apply to 1932 conditions. But we doubt it.

F. M. Cockrell declares that the trouble with accounting is that it tells you about a situation after it's too late to do anything about it.

And that witticism, we think, applies to reports based upon 1929 statistics.

* * *

Small and Solvent

One more lesson and our little school in economics will proclaim a lengthy recess.

G. M. Gottfried, vice president of the Continental Baking Co., uttered some remarks which amused and appealed vastly to many of his confreres. They were:

"We have done some nice deflating. We have rid ourselves of some fancy salesmanship. Many businesses have contracted their trading areas. They no longer reach out for business into unprofitably distant territories.

"They no longer want to be the biggest in the land if there is no money in being the biggest.

"Being a simple soul, I'd like to see us return to the times when business was less complicated. I long for a return of the days when a manufacturer was content with manufacturing, and a retailer with retailing.

"It is all too complicated now. It is too messy and headachy. There is too much commotion about business now, and in the last three years it has been profitless commotion.

"It bothers me, too, to see and hear and read that those big men of business who put through the big deals, and talked language which I never understood, now find themselves as much mystified by it all as I once was and still am.

"Let us be content to run only that part of our business which we understand, and get rid of that which we do not understand.

"I would rather be small and solvent than big and bankrupt."

Complete reports of seven other speeches made at the conference on Retail Distribution are printed elsewhere in this issue.

* * *

Harry Alexander and Vending Machines

If one may believe Harry Alexander—and to listen to him is to believe him—the lowly vending machine will come into its own in 1933. That year, predicts Mr. Alexander, will mark the beginning of the Automatic Merchandising Era.

Who is Harry Alexander? He is a consulting engineer. He is a merchandising counsellor. He has more irons in the fire than Lupe Velez has swains on fire. Above all, though, he is known as the outstanding authority of the day on automatic merchandising.

He has been connected with the early development of the motion picture, radio and electric refrigeration industries; and for the past several years he has been nursing along the infant coin-machine business. He likes to pioneer.

Mr. Alexander was one of the speakers at the Boston Conference on Retail Distribution last week. A report of his speech appeared on page 2 of the Sept. 21 issue of the News.

Up until recently the vending-machine business has been a cheap-john racket, founded on catch-penny devices, and catering to a ragged, sailors-on-a-holiday trade.

For a penny in the slot one could (and still can) test one's grip, receive a mild electrical jolt, play ingenious games, look through a glass at a series of disappointing pictures, entitled "Her Bridal Night," or "Venus at the Bath," obtain a handful of warm peanuts, juggle an iron claw around in an effort to obtain some inaccessible trinket, or have one's horoscope cast.

Penny-in-the-slot weighing machines gave the business new caste. Department stores and other respectable enterprises liked and bought these machines; and their makers began to get ideas.

Cigarette venders followed, and were successful. And now the industry is experimenting with food venders.

The automatic merchandising of food requires refrigeration. Thus far this has proved to be an obstacle; for frequent icing is costly, and so are refrigerating machines. (Unit prices for vended food are generally too small to absorb high first-costs on the machine.)

But it's coming. Cold drinks and ice cream are now being successfully vended mechanically in several cities. New, attractively designed machines are about to be placed on the market.

If 1933 is to be the year, the electric refrigeration industry might well be getting its lines out.

* * *

Brisbane on Biechler

In a previous number of "The Expansion Valve" we noted that newsmagazine *Time* had run the story of Frigidaire's new $112 price, which story was streamered in the Aug. 31 issue of Electric Refrigeration News.

And now Arthur Brisbane, highest-salaried editorial writer in the world, whose column, "Today," appears on page one of all Hearst papers and dozens of others, has heard about it. In his Monday, Sept. 19, column he says:

"To succeed, first get what people want, then, by advertising, let them know you have it. Competition as keen as any in the country is that between various makers of electric refrigerators. The others will want to know that E. G. Biechler, president of a branch of General Motors, announces a new construction idea to increase storage space in a refrigerator by 25 per cent without increasing outside dimensions.

"This sounds like putting a quart into a pint, but not when responsible engineers propose it. What interests newspaper publishers is the fact that, having a good idea, the company will immediately spend half a million dollars to let the people know that they have it.

"Probably General Electric will come along with a plan to put two quarts into one pint, with advertising information interesting to newspaper publishers.

"Announcing his new plan, Mr. Biechler also announces a reduction in price. First, get what the people want, and then, by advertising, let them know that you have got it. Intelligent advertising, increasing volume, makes price reduction possible."

News of Companion Lines of Electric Appliances

A-B MANUFACTURES ELECTRIC RANGE LINE

BATTLE CREEK, Mich.—The A-B Stove Co. of this city is now manufacturing a complete line of electric ranges, according to R. W. Lynn, sales manager.

Standard equipment on the A-B electric includes open-type cooking units, mercury-tube type controls, an oven with double heating unit and the A-B sani-grill smokeless broiler. The entire range, inside and out, is finished in vitreous enamel and is constructed with heavy cast-iron front and door, and an angle steel base frame rigidly reinforced with steel gusset plates.

The heating element in the A-B open-type cooking top unit is coiled of prepared metal wire recessed in deep grooves shaped in a spiral, to insure even heat, with no breaks or gaps. The spirally-grooved block is baked of a tough, refractory material, beneath which is a metallic insulation block.

All these parts are carried in a vitreous enameled, heavy steel pan with flanged rim that fits flush on the cooking top. The flanges fit tightly.

Switch knobs are of insulating material and switches of the reversible load-balancing type, giving three different heats for each top unit. Panels are marked with diagrams for controlling heat. The top units are marked off, full, half and quarter.

Operating the Range

The A-B electric range oven has two heating units, one a baking unit of 2,000 watts; the other a broiling unit of 1,500 watts. Both are easily removable.

The oven switch stencil on the control panel is marked "off," "preheat," "bake" and "broil." In actual operation the switch is first turned to "preheat," as this immediately turns on both baking and broiling units, thereby bringing the oven to the desired temperature very quickly. When the desired temperature is attained, the switch is then turned to "bake," the food placed inside and the A-B thermostat oven heat control maintains even baking heat for the remainder of the time.

For quick broiling or grilling, the switch is turned directly to "broil" as usual, and the thermostat heat control is also set at "broil." The food to be broiled is then placed on the cold sani-grill broiler, which is then placed inside the range.

The oven equipment includes extra-heavy oven racks, multiple-welded. The racks slide on runners that may be quickly detached.

Smokeless Broiler

Included in the standard oven equipment is the A-B sani-grill smokeless broiler which consists of a combined baking, broiling and roasting pan, with heavy rack. It may also be used as a cookie pan in baking. The rack may also serve as a cake-cooler.

Insulation for the A-B ranges is block and loose rock wool carefully hand-packed to prevent any heat leakage. Top and bottom thickness is 2½ in., sides 2 in. Doors are insulated and hand-fitted.

Available as special equipment on all A-B ranges are the "chromalox" top unit and Telechron clock time control.

The "chromalox" closed-top unit has a "2 in 1" arrangement in which is provided a small inside unit for quick cooking with small utensils. The resistor element in the chromalox is embedded in refractory material under hydraulic pressure, so there are no exposed wires. The smooth, flat surface is easy to clean. Protected terminals are kept outside the heat zone.

With the Telechron clock a meal may be prepared, placed in the oven and clock set to turn it on to cook at any desired time and to turn off again when completed.

Table-Top, Console Models

The A-B electric ranges come in both table-top and console models. There are three models of the table-top type and nine of the console.

The three table-top models are identical and differ only in exterior finish. Four open top units are employed; one 2,000 watts, two 1,200 watts and one 1,000 watts. Overall dimensions of the oven are: height, 42¼ in.; width, 38⅜ in.; depth, 28 in. The oven on the table-top models is 14 in. high, by 16 in. wide, by 9 in. deep.

There are three distinct styles of console models. The "300" line has four open-top units, same as the table-top models. Models in this line are 44½ in. high, by 44⅜ in. wide, by 28 in. deep.

The "200" line has four top units, same as the "300" line, but differs in that it has no warming closet above the oven, a feature on both the "300" line and table top models.

Models in the "100" line have three open top units; one of 2,000 watts and two of 1,200 watts. Otherwise they are similar to the rest of the console models.

Electrochefs Exhibited In Philadelphia

In the foreground of the picture, Harry Montague (left) and David M. Trilling of Trilling & Montague, Philadelphia distributor for Electrochef ranges and Norge refrigerators, confer at an exhibit of Electrochef electric ranges at the recent Philadelphia range show. Gerald Hullett, sales promotion manager for Electromaster, Inc., which manufactures Electrochef and Waldorf electric ranges, is seated behind the microphone. Trilling & Montague held a large dealer meeting at the time of the show.

G. E. ANNOUNCES NEW LINE OF DISHWASHING UNITS

CLEVELAND—A new line of dishwashers has just been announced by the General Electric Co.

While the dishwashing unit in all the models is exactly the same, there are models to suit every kitchen and every situation—sink or combination sink units, with or without cabinets, and either built to the floor or mounted on legs. Any model in the new line of washers will handle in one washing a complete dinner service for eight people.

The main feature of the new line is the "magic control" which simplifies the manual effort in operating the machine to the mere turning of a switch. The entire control mechanism is contained in a small box which is sealed at the factory. This allows for easy servicing, as the control box may be removed and a new one substituted in a few minutes time.

Among other features is a device called a "Crum-Cup" which is standard equipment on all combination sink models. This "Crum-Cup" gathers crumbs and particles of food. It is removable.

The new dishwashers provide additional work space and cupboard room. When the cover is closed the smooth top of the washing compartment takes the place of a small kitchen table. The space below the sink and washing compartment in the combination sink models is used for extra drawers and cupboards.

Rubber-coated trays provide a safe cushion for the dishes and glassware, thus there is scant possibility of chipping or breaking. The dishwashers have stainless metal tops—rust proof, chip proof and acid proof.

All models are also available with the tops and sinks of stainless vitreous enamel in white or color.

MAJESTIC DEALERS WILL HUNT FOR 'OLDEST RADIO'

CHICAGO—From Sept. 15 to Oct. 15, Majestic dealers throughout the country will conduct a contest to "find the oldest radio." The contest is divided into two parts—the national search and the community search.

In the national search, prizes are to be awarded as follows: to the owner of the Majestic radio of earliest model and earliest serial number, $1,000; second oldest, $500; third oldest, $100; fourth oldest, $50; to the next ten, $25 each, and the last ten, $10 each.

The other part of the contest is local, and there will be as many local prize winners as there are Majestic dealers. The prize to be awarded in the community contest is a Silex coffee-maker with a retail value of $12.95.

These local prizes will be awarded regardless of the make of receiver, thus giving an opportunity to everyone to participate.

Window displays have been designed for dealers' use during the contest, and *Saturday Evening Post* advertising will also carry the story of the search.

ALTER BUILDS STOKER FOR HOME FURNACES

CHICAGO—The Auto-Home Stoker Corp. has been organized here by Harry Alter, Chicago distributor of Majestic electric refrigerators, with offices at 1730 S. Michigan Ave., for the manufacture and distribution of an electric coal stoker for domestic use.

The Auto-Home stoker, which is covered by a number of basic patents, is designed for the average home of from six to twelve rooms. It feeds the fire and shakes the grate. The hopper holds 300 lbs. of coal. It will sell for $179.50 f.o.b. list Chicago.

In operation the machine is wheeled in front of the furnace and the installation is made in less than 10 minutes. The coal or coke is fed at intervals into the furnace in small quantities. At the same time the feeding process goes on, the grate is shaken automatically to rid the fire box of the ashes and to maintain an active and hot fire.

The Auto-Home stoker will be merchandised on a national basis, distributors and dealers are now being appointed on an exclusive territory basis, according to Mr. Alter.

G. E. HOTPOINT RANGE EXPORTS GAIN

CHICAGO—Export of G. E. Hotpoint ranges to foreign countries showed an appreciable increase during the early part of September, according to W. P. McGowen of the G. E. Hotpoint export department.

Recent orders received total 310 Hotpoint ranges for export shipment.

NEW Profits

QUICK, EASY SALES FROM OLD AND NEW CUSTOMERS!

Auto-Home STOKER

Economical
Automatic . . . Convenient

$179.50 INSTALLED . . FREIGHT EXTRA

DEVELOP NEW SALES TO REPLACE THOSE THAT ARE HARD TO GET.
DISTRIBUTORS' AND DEALERS' TERRITORY NOW BEING ALLOTTED!

PUT NEW LIFE INTO YOUR BUSINESS
Become an AUTO-HOME Stoker Dealer

Investigate immediately in order to obtain the choicest territory which is now being allotted to both wholesale dealers and retail dealers. The AUTO-HOME Stoker market is extremely fertile—and your possibilities to make quick, big profits, are unlimited, because discounts are unusually attractive. The AUTO-HOME Stoker is a "natural" for a time payment sale. *Don't delay;* it means money to you!

The AUTO-HOME Stoker is the most simplified, the easiest to operate, easiest to install and most economical of all Stokers. The AUTO-HOME Stoker needs no servicing . . . the only control necessary is a simple draft control. No more running up and down steps . . . no more early morning rising or midnight trips to the furnace. The AUTO-HOME Stoker burns all types of coal or coke with the greatest efficiency. The AUTO-HOME Stoker operating cost is but a fraction of a cent per day. It may be installed in a few minutes without any labor costs.

Clip this Coupon

THE AUTO-HOME STOKER CORPORATION
HARRY ALTER, President
1730 SOUTH MICHIGAN AVENUE CHICAGO, ILLINOIS

THE AUTO-HOME STOKER CORP., 1730 S. Michigan Ave., Chicago
Gentlemen: Please send me, without obligations, further details regarding the AUTO-HOME Stoker.
Name of Concern _____
Name _____
Address _____
City _____ State _____
E.R.F. 9-19

PROFIT RESTORATION IS URGED BY RUCKER

BOSTON—Pointing out that unsound bases of pricing are hampering this country's general economic recovery, Allen W. Rucker, president of Eddy-Rucker Co., Cambridge, Mass., declared in an address at the Boston Conference on Retail Distribution last week, that the American business man's "first and most vital task today is to restore adequate business profits."

"Commercial and economic benefits to be derived from a sound basis of pricing cannot be overestimated," he asserted. "Contrary to current opinion, the return of prosperity does not rest on unemployment, buying power and other widely urged factors.

"American prosperity doubtless will follow, not precede, the earning of adequate profits in business.

"Only one fundamental method will prove effective—the use of a simple appeal that will vividly demonstrate to those guilty that price-slashing does not pay.

"Thorough understanding and sound pricing must necessarily be followed by a correction of much mischievous price-juggling which at present is bankrupting merchants and undermining economic recovery," he stated.

Study 'Buying Frequency'

Mr. Rucker said that studies made by his company of "the buying frequency of consumers" have enabled it to predict, by application of this principle, the following:

Possibilities of commercial success for any type of manufactured product in regular consumption; success possibilities of any line of retail business; some essential factors in that success, and the extent and amount of profitable expenditure for sales promotion and advertising of any given line or product and approximately when such expenditures may be expected to yield an adequate profit.

He then illustrated how buying frequency determines store profits, as follows:

Buying Frequencies

"Buying frequency of cigarettes is once in 36 hours for the average smoker, or 233 packages yearly. The retailer's average gross profit per package sold at 15 cents is 2.55 cents. If the retailer sells one customer his entire year's supply, that customer will yield $5.83 gross profit.

"Now compare that return with men's shoes retailing at $5. Our customer's buying frequency is about two times per annum as compared to 233 times for cigarettes. Gross profit per sale on shoes at 35 per cent is $1.75, which multiplied by two sales per annum, gives a gross profit of $3.50 for men's shoes, as compared to $5.83 for cigarettes.

"The store serving the customer where the buying frequency is highest has, other things being equal, the greater opportunity and likelihood for success," the speaker said.

Mr. Rucker continued that by use of the principle of buying frequency, it is possible to divide all products and all classes of stores into four broad divisions, in order of their profit possibilities and to predict with considerable certainty, from this classification, not only the profit possibilities, but particularly the merchandising and advertising methods essential to success.

The four classes are, according to Mr. Rucker:

1. Excellent possibilities — products with a high buying frequency and relatively long profit margins in dollars and cents, such as cosmetics, breakfast foods and other relatively low-priced specialties.

2. Good possibilities—products with a low buying frequency but with very long profit margins in dollars, as, for example, electric refrigerators, oil burners and other high-priced specialties.

3. Fair possibilities—products with a high buying frequency and narrow profit margins, such as flour, coffee, staple groceries.

4. Hazardous possibilities—products with a low buying frequency and a low profit margin in dollars, as, for example, shoes, women's coats, clothing.

"Important as this matter of buying frequency is in measuring volume of demand, it is after all but one of four variables with which retailers must contend," the speaker said.

"Every store must deal in shifting and changing effects of volume in units, profits in percentages, expense in dollars and time in days or weeks or months. Every change in one of these factors affects all the others.

"The present chaotic condition among retailers, and the enormous amount of price-cutting and profitless selling reveals that few can have any conception of the fallacies attendant in this matter of volume and in absurd percentage-bases of profit."

He illustrated: "A druggist will cut the price of cigarettes 10 per cent by selling two packages for 27 cents; a department store will offer cosmetics, normally selling at $1 for 89 cents; a grocery store will offer cereals or canned beans at price-cuts of 5 to 20 per cent. All say that the added volume makes it possible.

"I want to say that not one merchant in a thousand knows *how much* added volume will offset any given price-cut, or whether he can secure that volume with the lower price," Mr. Rucker declared.

Fallacious Idea

Continuing, he asked: "How can profits be controlled when men think that twice the volume of cigarettes will offset a 10 per cent price cut, when they are amazed to learn that a 10 per cent cut on toothpaste or face powder means that volume in units must be increased 43 per cent?

"How can profits be controlled when buyers do not know that sales of $100,000 per month at normal 35 per cent profit must be jumped to $170,000 to offset a 10 per cent price cut, to $284,000 to compensate for a 20 per cent cut and to $360,000 to offset a 25 per cent price cut?

"Of what advantage is it when a buyer actively promotes a 25-cent item instead of a 39-cent item—and doesn't realize that at the same percentage of gross profit, the unit sales of the lower-priced item must be 66⅔ per cent greater than the other?

"How many retail stores appreciate that 100 sales of a face powder yielding 40 per cent will bring in as many dollars as 214 sales of a competitive powder on which the price has been cut 11 per cent?"

That there exists today a most astonishing lack of information regarding the effect of price, volume, turnover and expense, was one of the speaker's closing comments.

Nema Sales—August, 1932

Reported by Refrigeration Division of National Electrical Manufacturers Association, Member Companies: Copeland, Frigidaire, General Electric, Kelvinator, Majestic, Norge, Servel, Trupar, Universal Cooler and Westinghouse.

As Billed to Distributors and Dealers, Including Exports

Lowest Priced Cabinets Net Food Space	Systems Included Quantity	Systems Included Dollars	Cabinets Only Quantity	Cabinets Only Dollars
1. Under 4.00 cu ft	245	15,076.50	52	869.00
2. 4 to 4.99 cu. ft	4,667	322,984.58	287	5,675.00
3. 5 to 5.99 cu. ft	2,488	207,986.05	39	1,146.00
4. 6 to 6.99 cu. ft	1,160	112,930.41	3	115.00
5. 7 to 7.99 cu. ft	801	89,217.13	2	96.00
6. 8 to 9.99 cu. ft	29	4,157.00	....	.....
7. 10 to 12.99 cu. ft	43	8,213.78	....	.....
8. 13 to 16.99 cu. ft	81	19,098.00	....	.....
9. 17 to 24.00 cu. ft	7	1,936.00	1	177.00
10. Totals if Cabinets only	....	.....	**384**	**8,078.00**
11. Totals if Systems included	**9,521**	**781,599.35**	....	.....
Medium Priced Cabinets				
21. Under 4.00 cu. ft	445	36,938.03	1	31.00
22. 4 to 4.99 cu. ft	3,299	299,475.20	286	6,953.00
23. 5 to 5.99 cu. ft	1,682	174,905.05	7	289.00
24. 6 to 6.99 cu. ft	3,268	400,817.52	3	122.00
25. 7 to 7.99 cu. ft	480	69,091.00	3	219.00
26. 8 to 9.99 cu. ft	1,619	268,002.20	15	1,508.00
27. 10 to 12.99 cu. ft	330	73,567.50	4	369.00
28. 13 to 16.99 cu. ft	45	12,512.00	....	.....
29. 17 to 24.00 cu. ft	19	6,650.00	41	6,218.00
30. Totals if Cabinets only	....	.....	**360**	**15,709.00**
31. Totals if Systems Included	**11,187**	**1,341,958.50**	....	.....
Highest Priced Cabinets				
41. Under 4.00 cu. ft	....	.....	....	.....
42 4 to 4.99 cu. ft	271	25,899.00	....	.....
43. 5 to 5.99 cu. ft	132	15,227.00	....	.....
44. 6 to 6.99 cu. ft	46	6,424.80	3	191.00
45. 7 to 7.99 cu. ft	11	1,650.00	....	.....
46. 8 to 9.99 cu. ft	2	338.00	4	355.00
47. 10 to 12.99 cu. ft	....	.....	8	963.00
48. 13 to 16.99 cu. ft	....	.....	3	475.00
49. 17 to 24.00 cu. ft	....	.....	3	723.00
50. Totals if Cabinets only	....	.....	**21**	**2,707.00**
51. Totals if Systems Included	**462**	**49,538.80**	....	.....

HOUSEHOLD	Quantity	Dollars
61. Total (cabinets only)	765	26,494.00
62. Total (systems included)	21,170	2,173,096.65
63. Separate Household Systems	449	18,142.50
64. Separate Household Low Sides	1,505	27,422.10
65. Total Items 62, 63 and 64	**23,124**	.....
66. High Sides, ¼-hp. and Less	939	51,663.00
67. Parts and Miscellaneous (household)	....	21,226.93
68. Total of 61, 62, 63, 64, 66 and 67	....	**2,318,045.18**
COMMERCIAL		
71. Water Coolers with High Sides	622	74,478.00
72. Water Coolers with No High Sides	130	7,045.00
73. Ice Cream Cabinets with High Sides	290	42,602.00
74. Ice Cream Cabinets with No. High Sides	418	53,476.00
75. Milk Coolers with No High Sides	4	893.00
76. Room Coolers with No High Sides	115	12,761.00
77. Counters and Commercial Boxes	39	11,605.00
78.		
79. Extra Low Sides (commercial)	4,833	183,908.61
80. Extra High Sides, 1/3-hp. and Up	3,492	453,144.36
81. Parts and Miscellaneous (commercial)	....	41,179.88
82. Total 71 to 76 inclusive and 79	**6,412**	.....
83. Total Items 65 and 82	**29,536**	.....
84. Total Commercial (71 to 81 inclusive)	....	**881,092.85**
85. Total Dollars (68 and 84)	....	**3,199,138.03**

Nema Stocks—August 31, 1932

	Systems Included: Factory, Branch and Warehouse Quantity	Systems Included: Factory, Branch and Warehouse Dollars	Systems Included: Distributors and Dealers Quantity	Systems Included: Distributors and Dealers Dollars	Cabinets Only: Factory, Branch and Warehouse Quantity	Cabinets Only: Factory, Branch and Warehouse Dollars	Cabinets Only: Distributors and Dealers Quantity	Cabinets Only: Distributors and Dealers Dollars
1.	336	19,866.00	2,620	146,925.00	162	3,869.00	12	1[illegible]
2.	4,547	319,540.95	5,492	377,528.66	2,156	51,018.80	33	7[illegible]
3.	3,585	293,190.14	5,008	415,940.96	1,832	54,673.40	18	7[illegible]
4.	2,219	191,088.50	2,762	243,131.00	921	35,440.00	....	....
5.	5,181	631,924.76	3,327	380,633.16	9,717	594,155.00	8	3[illegible]
6.	5	1,109.00	64	15,069.00	3	220.00	3	1[illegible]
7.	181	35,033.18	242	50,159.70	4	400.00	....	....
8.	733	166,853.00	238	56,818.00	....	.....	....	....
9.	786	241,373.00	96	28,418.00	6	1,060.00	10	1,7[illegible]
10.	....	.....	.....	.....	....	.....	....	....
11.	**17,573**	**1,899,978.53**	**19,849**	**1,714,623.48**	**14,801**	**740,836.20**	**84**	**3,9[illegible]**
21.	2,454	205,954.17	1,035	86,765.81	770	32,216.00	11	3[illegible]
22.	24,678	2,341,987.60	16,151	1,487,562.00	3,226	133,841.00	2	7[illegible]
23.	2,873	301,939.48	3,695	400,871.00	4,759	243,835.00	22	1,09[illegible]
24.	30,990	3,990,710.28	16,596	2,137,951.86	1,072	42,923.60	15	79[illegible]
25.	1,562	224,876.00	867	124,686.00	912	66,466.00	....	....
26.	6,036	1,096,670.00	4,114	702,770.00	65	6,482.00	2	16[illegible]
27.	4,975	1,151,246.50	1,882	424,823.25	662	59,789.00	....	....
28.	2,172	570,437.00	229	62,939.00	....	.....	....	....
29.	840	300,928.00	240	90,322.00	308	53,442.00	130	22,54[illegible]
30.	....	.....	....	.....	**11,774**	**638,994.60**	**182**	**25,00[illegible]**
31.	**76,580**	**10,184,749.03**	**44,809**	**5,518,690.92**	....	.....	....	....
41.	....	.....	....	.....	....	.....	....	....
42.	1,894	206,615.00	1,030	111,870.00	300	16,671.00	....	....
43.	1,058	127,289.00	265	32,448.00	....	.....	....	....
44.	118	12,965.00	....	.....	70	4,459.00	....	....
45.	....	.....	....	.....	....	.....	....	....
46.	....	.....	....	.....	44	3,904.00	....	....
47.	....	.....	....	.....	26	3,130.00	....	....
48.	....	.....	....	.....	13	2,059.00	....	....
49.	....	.....	....	.....	9	2,169.00	....	....
50.	....	.....	....	.....	**462**	**32,392.00**	....	....
51.	**3,070**	**346,869.00**	**1,295**	**144,318.00**	....	.....	....	....

HOUSEHOLD	*8 Mfrs.—93.47% Factory, Branch and Warehouse Quantity	*8 Mfrs.—93.47% Factory, Branch and Warehouse Dollars	*6 Mfrs.—73.67% Distributors and Dealers Quantity	*6 Mfrs.—73.67% Distributors and Dealers Dollars
61. Total (cabinets only)	27,037	1,412,222.80	266	28,996.00
62. Total (systems included)	97,223	12,431,596.56	65,953	7,377,632.40
63. Separate Household Systems	9,550	580,603.00	392	14,937.00
64. Separate Household Low Sides	6,557	131,077.00	994	26,013.00
65. Total Items 62, 63 and 64	**113,330**	.....	**67,339**	.....
66. High Sides, ¼-hp. and Less	2,426	126,498.30	591	35,239.00
67. Parts and Miscellaneous (household)	....	40,733.21	....	.....
68. Total of 61, 62, 63, 64, 66 and 67	....	**14,722,730.87**	....	**7,482,817.40**
COMMERCIAL				
71. Water Coolers with High Sides	13,371	1,610,397.97	3,600	414,698.95
72. Water Coolers with No High Sides	2,171	116,470.00	260	15,505.00
73. Ice Cream Cabinets with High Sides	2,601	371,097.00	157	20,812.00
74. Ice Cream Cabinets with No High Sides	3,919	451,399.00	246	28,085.00
75. Milk Coolers with No High Sides	4	495.00	66	11,207.00
76. Room Coolers with No High Sides	2,481	277,885.00	248	29,728.00
77. Counters and Commercial Boxes	1,187	317,014.00	....	.....
78.				
79. Extra Low Sides (commercial)	19,613	722,691.48	6,055	236,944.30
80. Extra High Sides, 1/3-hp. and Up	14,004	1,880,689.74	3,286	490,773.60
81. Parts and Miscellaneous (commercial)	....	151,965.66	....	7,357.00
82. Total 71 to 76 inclusive and 79	**44,160**	.....	**10,632**	.....
83. Total Items 65 and 82	**157,490**	.....	**77,971**	.....
84. Total Commercial (71 to 81 inclusive)	....	**5,900,104.85**	....	**1,255,110.85**
85. Total Dollars (68 and 84)	....	**20,776,300.11**	....	**8,737,928.25**
Line 85 prorated to correspond with total sales of 10 companies		**$21,480,873.00**		**$11,860,904.00**

No. of Mfrs. reporting on Line 85, their % of total sales: 9 Mfrs.—96.72%. 6 Mfrs.—73.67%.
*Shows number of manufacturers reporting on items above line 85 in these double columns, also the % of total sales for the month made by these companies.

Nema Sales By States For August, 1932

STATES and Territories	Quantity of HOUSEHOLD Low Sides
Connecticut	284
Maine	175
Massachusetts	707
New Hampshire	66
Rhode Island	70
Vermont	69
New England Total	**1,371**
Delaware	34
Maryland and D. C.	976
New Jersey	1,577
New York	6,537
Pennsylvania	756
Eastern Total	**9,880**
Kentucky	206
Ohio	1,348
West Virginia	110
East Central Total	**1,664**
Alabama	134
Florida	258
Georgia	442
North Carolina	151
South Carolina	122
Tennessee	331
Virginia	250
Southeastern Total	**1,688**
Illinois	1,322
Indiana	292
Michigan	554
Wisconsin	85
Great Lakes Total	**2,253**
Minnesota	217
North Dakota	30
South Dakota	24
North Central Total	**271**
Iowa	92
Kansas	95
Missouri	1,031
Nebraska	81
Middle West Total	**1,299**
Arizona	46
California	992
Nevada	14
Pacific Coast Total	**1,052**
Idaho	28
Montana	29
Oregon	146
Utah	49
Washington	113
Northwestern Total	**365**
Colorado	213
New Mexico	34
Wyoming	33
Rocky Mountain Total	**280**
Arkansas	109
Louisiana	132
Mississippi	48
Oklahoma	199
Texas	701
Southwestern Total	**1,189**
Total United States	**21,312**
Total Canada	380
Other Foreign (including U. S. Possessions)	1,418
Total for World	**23,110**

13 TYPES OF RETAILERS SELL APPLIANCES

NEW YORK CITY—Electrical appliances are distributed through 13 different types of retail outlets, of which three account for almost two thirds of all sales to consumers, according to a study by the National Retail Dry Goods Association.

Utilities distribute 32 per cent of the total; department stores, 24 per cent; electrical specialty shops, 10.2 per cent; furniture stores, 9.9 per cent; electrical contractors, 8.6 per cent.

Manufacturers' branches, 6 per cent; radio stores, 2.5 per cent; mail order houses, 1.9 per cent; plumbers, 1.6 per cent; music stores, 1.5 per cent; hardware stores, 0.9 per cent; jewelers, 0.6 per cent, and drug stores, 0.3 per cent.

KROHN JOINS DeVAUX CO.

DETROIT—Henry Krohn will succeed R. H. Mulch as general sales manager in the sales department of the Continental-DeVaux Co., which has just been moved from Grand Rapids, Mich., to Detroit.

HICHBORN TO BE HOST AT REX COLE PARTY

NEW YORK CITY—A "regular" party — dancing, entertainment and dinner—has been promised by Paul H. Hichborn, manager of retail department of Rex Cole, Inc., General Electric distributor in New York City, to the sales directors and men of the three leading divisions of the retail department. The party is to be held the first week in October.

The place for the celebration has not been chosen, since it is the idea of the retail department heads to hold it in a place convenient to the three leading divisions. It is understood that individual accomplishment will be recognized in the course of the celebration.

CLEVELAND LEAGUE PLACES 7 APPLIANCE GRADUATES

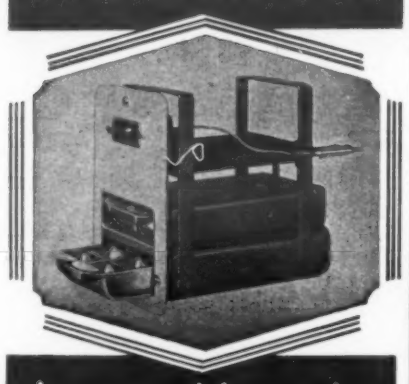
CLEVELAND—Seven of eight women enrolled in the first electrical appliance sales school, sponsored by the Electrical League of Cleveland, received positions at the conclusion of the training course.

The league at the beginning of September organized two more sales schools, each on a much broader scale than the first experimental school, which ended a month ago.

Training of women with wide acquaintance and social connections to discover prospects, create prospects and close sales, the last either with or without the aid of the dealer's regular sales force, is the purpose of the first new school.

The second school has as its purpose that of training salesmen already employed by member dealers. The salesmen will be taught the league method of selling the use of an appliance, and will be specially trained in approach and presentation.

McCORD
Domestic
EVAPORATORS

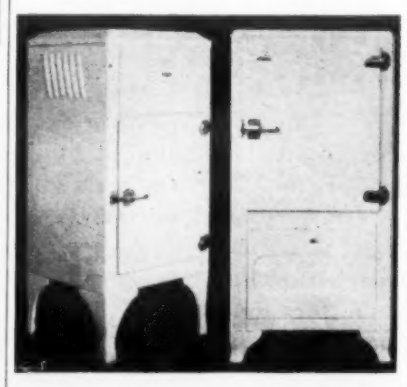


Automatic defrosting between cycles of McCord fin tube type refrigeration cooling surface assures constant temperatures and minimum dehydration.

PRICES ON REQUEST

McCord Radiator & Mfg. Co.
DETROIT

EBCO
Refrigerator Cabinets and Water Coolers



Top and bottom mounted domestic cabinets
Full line of water cooler cabinets including lowsides
Bottle and Pressure type
25 years enameling and cabinet fabrication
D. A. Ebinger Sanitary Mfg. Co.
401 W. Town St. Columbus, Ohio

Testing Service
for Domestic and Commercial Electrical Refrigeration
Testing and experimental laboratory service for Manufacturer, Distributor, Central Station. Test data exclusive property of client.
ETL Know by Test
Electrical Testing Laboratories
80th St. & East End Ave. NEW YORK

Testing Laboratory
For refrigerators and refrigerating equipment
George B. Bright Co.
Refrigerating Engineers and Architects
2615 12th St., Detroit, Mich.

NAME PLATES ALL KINDS.
Vitreous Enameled or All Metal
Why spoil the appearance of your refrigerator with an inferior name plate. Let us design a good one for you
THE D. L. AULD CO
COLUMBUS, OHIO

COPELAND EQUIPMENT IS PLACED IN JAPAN STORE

KOBE, Japan—Electric refrigeration equipment consisting of three Copeland model WA-825 D condensing units, nine Larkin cooling coils TC-12 with multiple expansion valve, line valve, etc., and nine display cabinets with double glass tops and fronts, each measuring 6 ft. long by 2 ft. 3 in. at bottom and 1 ft. 9 in. at top, have been installed in the Takashimaya department store, recently opened here.

The installation was made by Walker & Co., Kobe, Copeland distributors for Japan. The cabinets are for the display and sale of cooked foods.

A special feature of the installation is that the units are contained in cabinets which have glass tops and one glass side, the other sides being louvered. Each compressor takes care of three display cases.

This department store is the largest in this part of Japan. It is of steel-framed and ferro-concrete construction, covering an area of 12,000 sq. ft. There are seven floors above ground and two below.

It contains a central cooling plant and also a 5-hp. ammonia plant.

Wrenn Heads California Bureau

SAN FRANCISCO—J. W. Wrenn, in charge of electric refrigeration activities of the Pacific Gas & Electric Co. here, has assumed the duties of chairman of the Electric Refrigeration Bureau of northern California, replacing N. R. Sutherland of the same company, temporary chairman.

Sutherland succeeded O. R. Doerr, who organized the work in northern California and carried it along for nearly two years. Doerr has been assigned a new position with the Pacific Gas & Electric Co. which takes him outside the refrigeration field.

PHILADELPHIA DEALERS VIEW NEW MAJESTIC RADIOS

PHILADELPHIA—More than 200 Majestic radio dealers of this city and vicinity were present at a meeting held by Peirce-Phelps, Inc., Majestic distributor here, to introduce the new line of Majestic radios.

Similar meetings were held in Wilkes-Barre, Pa., and Harrisburg, Pa., which were attended by dealers in those vicinities.

Import of Refrigerators in Argentina Increases Despite Business Slump

By Grant L. Thrall, Assistant Trade Commissioner

BUENOS AIRES, Argentina—In the face of adverse trade, conditions during the past two years, it is interesting to note that the importation of mechanical refrigerators into Argentina has continued on a favorable scale. Furthermore, the necessity of this type of equipment is becoming firmly fixed in the minds of the public, and the general belief is that the market will continue in an upward trend.

There have been, however, a number of marked changes during recent months which have revolutionized the local market considerably.

For the past six years some of the smaller distributors have been finding it practical to import compressors and motors separately to be installed in locally manufactured cabinets. As duty was calculated with reference to total weight, the elimination of this item considerably reduced the duty and while the locally manufactured cabinets were at first considered of inferior grade, the difference in cost to the consumer seemed to warrant the practice.

Developed in Commercial Jobs

This movement first developed in commercial installations as it was found that the Argentine also required different sized freezing compartments as compared to space requirements. The practice of assembling domestic refrigerators was a later development dating back only about two and a half years. The larger distributors handling the more widely advertised and better known refrigerators, however, continued to import complete units as they did not feel they could sacrifice the quality of their equipment by using locally made cabinets. Even then, with their higher prices, these firms were getting the bulk of the business.

Then came the duty revision of September, 1931, which, coupled with the depreciated peso, has since changed the policy considerably and makes it no longer practical for the local distributor to import his cabinets from abroad.

Local Cabinet Construction

It is now the concensus of opinion that the importation of cabinets will dwindle away to a minimum, and that in the future, refrigerator cabinets will for the most part be constructed locally, which point is borne out by an investigation of the United States export statistics.

With an analysis of the duty revision, this situation is quite easy to understand. Duty is charged on all classes of refrigerators at the rate of 57 per cent of an official valuation of one peso gold per gross kilo. In practice this represents an actual duty charge of 57 per cent of 1.40 paper pesos per kilo including the exterior casing, which will run about 250 paper pesos on a small 4½ cu. ft. cabinet. This also includes an extra 5 per cent for clearing costs.

Freight Charges

Then if you add 13.00 to 15.00 paper pesos for freight you will have a fair estimate of what it costs to place a small cabinet in this country without taking into consideration the initial f.a.s. port of shipment cost.

As against this figure a very fine grade of enameled porcelain cabinet can be purchased locally for about 200 paper pesos which costs in the neighborhood of 150 paper pesos to manufacture. These boxes are absolute copies of the imported ones and the workmanship comparable in every way. Distributors no longer argue the question of the inferior quality of imported cabinets.

As a result of this situation the only step now open to the distributor is local assembly of refrigerators. This means importing the mechanical equipment either as a single unit or the chassis and motors in separate cases.

The latter method is the most satisfactory if it can be so arranged without detriment to the equipment, as in this way the separate items may be classified under varying tariff headings bearing a smaller rate of duty. For example, electric motors if packed in separate cases can be declared as such and not as refrigerator equipment which of course nets quite a duty saving.

Local Manufacturers

Another factor of real interest in this country's mechanical refrigeration market is the local production of the freezing unit. There are two manufacturers, S.I.A.M. Di Tella Ltd., Avenida de Mayo 330 and Bromberg & Cia. Ltd. S. A., Bdo. Irigoyen 330, Buenos Aires that have built up thriving business during the last year in consequence of the added duty protection and the depreciated currency. These firms import parts of condensing units and compressors and manufacture a few other parts of the simpler design which can be done at a saving and which they then install in locally made cabinets.

The great saving in this type of enterprise is not so much in manufacturing the separate items in the country as in the freight saving of the parts which can be packed more compactly and declared at the customs as various forms of hardware bearing lower rates of duty. The production of local parts has been more or less experimental to date, and there are only a few items that can be produced at a saving, nor does it seem likely that these firms under existing conditions can profitably hope to compete with American mass production on the present volume outlet in this country.

Import Equipment

These firms for some time to come, must still continue to import the great bulk of their equipment from American manufacturers. A glance at American exports of parts during 1931 and 1932 will show the rapid increase in the Argentine imports of refrigerator parts.

The two power companies, the Cia. Hispano Americana de Electricidad and the Cia. Italo Argentina de Electricidad, have recently arranged a plan whereby refrigerators can be purchased of them on a 10 month's instalment basis, collection being made on customers' bills.

Several meetings of firms interested in marketing refrigerators in this country have been held recently and an association of importers and manufacturers is now being organized.

It is estimated that not more than 10 per cent of the total sales are now made to points outside of Buenos Aires. It is hard to understand why such centers as Rosario and Cordoba have not taken more readily to refrigeration, but once these communities sense the necessity of such, the country's volume of outlet should increase in greater proportions.

Radio Advertising

Distributors report that the most beneficial means of advertising is through the means of the radio.

The following totals of the importation of mechanical refrigerators into Argentina for the past four years according to country of origin, give some idea of the competition in this market. It is believed however, that these figures do not represent the complete situation in view of the classification of imported parts under other tariff headings, particularly during the past year.

Country of Origin	1928	1929	1930	1931
Germany	148	43	83	69
Denmark	1	..	..	..
United States	494	2,325	1,936	2,479
France	1	1	..	1
Paraguay	..	2	..	1
United Kingdom	205	108	195	45
Sweden	59	464	643	299
Switzerland	..	..	..	1
Uruguay	..	..	1	1
Total	908	2,943	2,858	2,845

THE CONDENSER

PAYMENT IN ADVANCE is required for advertising in this column. The following rates apply:

POSITIONS WANTED—Fifty words or less, one insertion $2.00, additional words four cents each. Three insertions $5.00, additional words ten cents each. ALL OTHER CLASSIFICATIONS—Fifty words or less, one insertion $3.00, additional words six cents each. Three insertions $8.00, additional words sixteen cents each.

REPLIES to advertisements with box numbers should be addressed to the box number in care of Electric Refrigeration News, 550 Maccabees Building, Detroit, Mich.

POSITIONS AVAILABLE

MAN WANTED. Capable engineer with wide experience in design of small household machines wanted at once. Must have executive ability to handle responsible position. Box 507.

EQUIPMENT FOR SALE

FOR SALE. 40—5" Header Fedders Methyl Chloride evaporators, 6 cu. ft. capacity. 6—5" Header Fedders SO_2 evaporators, capacities 15-35 cu. ft. Several IceBerg water coolers, bottle and pressure type. 50—electric refrigerator cabinets, 4½ cu. ft. capacity. Inquire Box 508.

CALIFORNIA DISTRIBUTOR MAKES SHIP INSTALLATION

SAN DIEGO, Calif.—Recent sales of electric refrigeration ranging from equipment for the *U.S.S. Badger* and for the Park Manor hotel, a building with 83 apartments, to a household unit for a 10x10-ft. cabin are reported by the Kelvinator San Diego Co.

The *U.S.S. Badger* was equipped with one domestic refrigerator, a two-hole ice cream cabinet, a 10-gal. water cooler, a special coil in a storage refrigerator, a box and tank in the ship's mess department and an R-10 condensing unit.

Another installation reported by the San Diego Co. was made in the Sadderlock Grill, one of the city's newest restaurants. This equipment consisted of one WRD-150, 3-hp. condensing unit, three D-128 coils, two E-11 day and night water coolers and a special coil for back bar.

Normandy Court, a San Diego bungalow court, is equipped throughout with household Kelvinator models.

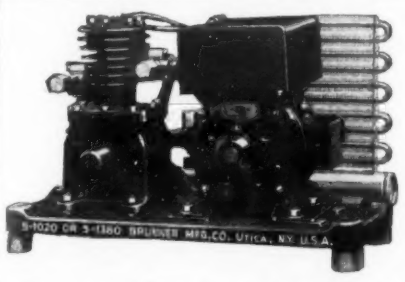
The Qualitee Dairy Ice Cream delivery truck, refrigerated by Kelvinator, is the first of its kind in San Diego.

Prize sale of the season, in the opinion of I. L. Blucher, salesman of the San Diego Co., was to the bachelor owner of a 10x10-ft. cabin.

BUYER'S GUIDE

Manufacturers Specializing in Service to the Refrigeration Industry

SPECIAL ADVERTISING RATE (this column only)—$12.00 per space. Payment is required monthly in advance to obtain this special low rate. Minimum Contract for this column—13 insertions in consecutive issues. All advertisements set in uniform style of type with standard border. Halftone engravings of 100-line screen, either outline or square finish. No reverse cuts or heavy black effects. No charge for composition.



Brunner High Sides and Compressors are built to lick the high cost of Excessive Servicing

There's profit for you in getting the facts.

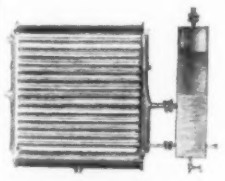
BRUNNER

High Sides and Compressors

Brunner Manufacturing Co. *Refrigeration Division* Utica, N.Y.

Direct Expansion Dairy Aerators

For Ammonia or Methyl Chloride



These Direct Expansion Dairy Aerators have been designed to give dairymen milk cooling apparatus in its simplest, most dependable and most efficient form.

All sizes are available in this type.

H. C. PARKER, LTD.

Factory and General Offices

2627 Santa Fe Avenue Los Angeles, California

BRANCH OFFICES

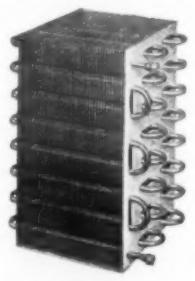
392 Clifton Ave., Newark, N. J.
510 Larkin St., San Francisco, Calif.
734 M. & M. Bldg., Houston, Texas
237 Roosevelt Bldg., St. Louis, Mo.
37 W. Van Buren St., Chicago, Illinois

Completely assembled and individually bagged. Ready for shipment in your refrigerator. Write for complete list of standard sizes and prices.

Hoosier *Standardized* **Parts**

HOOSIER LAMP & STAMPING COMPANY, EVANSVILLE, IND.

A NEW FIN COIL *by* PEERLESS



Wedge-locked and edge-locked aluminum fins on tinned copper tubing for methyl chloride, sulphur dioxide, F-12, etc.,—aluminum tubing for ammonia.
Absolute Metal to Metal Contact.
A Superior Coil in which Soldered Return Bends have been eliminated.
Priced to meet 1932 conditions.
Write—Wire for Catalog.

PEERLESS ICE MACHINE CO., 515 W. 35th St., Chicago, Ill.

We will make it for you!

We are perfectly equipped for quantity production of light or heavy mechanical parts or units. Precision manufacture and rapid delivery. Unusually moderate charges.

Indian Motocycle Co.

Springfield, Massachusetts

WANTED . . A Manufacturer for an Established Product

● Here is an exclusive, highly profitable, long tested patented unit where the user has always made a handsome profit.

A unique proposition ready for national distribution after 7 years, and successfully tried out in 50 cities.

Has been under sole-lease arrangements to a nationally advertised concern, which has restricted its wide use. (Never sold any.)

Every city and town full of prospects and even in these days has export demand.

Well fortified with patents, tested legally.

Can sell for $275 to $450 or upwards; "long" profit!

Two tested designs—one for electrical refrigeration; other for ice refrigeration; both models used by present lessee.

WANTED: A Manufacturer who will carry account of the Distributor, whom we will secure.

Or a National Distributor, and we will obtain the Manufacturer.

But we prefer a combination Manufacturer (preferably with own refrigeration unit and national service) who will both make and sell. Patent use on Royalty basis.

Good terms—we do not seek the earth for our client, who owns the patents; a responsible company with good bank rating.

Write in confidence, please, to:

M. H. HARTLEY, Board of Industrial Counselors, Inc.
21 East 40th St., New York, N. Y.